



**State of Oklahoma**  
Office of Management and Enterprise Services

---

**HCM 13-13**

**DATE:** December 6, 2013  
**TO:** All Appointing Authorities  
**FROM:** Lucinda Meltabarger, HCM Administrator  
**SUBJECT:** **State of Oklahoma Total Remuneration Study**

Attached please find the State of Oklahoma total remuneration study conducted by Kenning Consulting and Hay Group at the request of the Office of Management and Enterprise Services.

This information is a resource for policymakers and agencies to use for future employee compensation policy discussions.

Please note this information requires no action by agencies. It does not grant agencies additional authority to adjust compensation, nor does it directly recommend specific compensation levels for employees.

Any agency adjusting employee compensation prior to legislative action on this information will have done so independently and not due to any mandate imposed by law or any other entity.

Please address any questions to the OMES Human Capital Management Division at:

Jake Smith at (405) 521-6327 or [jacob.smith@omes.ok.gov](mailto:jacob.smith@omes.ok.gov)  
Ron Wilson at (405) 522-0422 or [ron.wilson@omes.ok.gov](mailto:ron.wilson@omes.ok.gov)

Attachment

# State of Oklahoma Total Remuneration Report for the Compensation Committee



# Why was the study done?

- While the State has gathered salary data on a regular basis, there has not been a total remuneration study for many years.
- When discussion occurs concerning the competitiveness of salaries and the need to be more competitive, questions are raised about whether there is a need to do anything as there is perception that the competitiveness of our benefits may offset salaries.
  - “We don’t know whether that is true or not as we have not studied the competitiveness of benefits and our total compensation”
- Several years of no general funding for across the board raises, coupled with increased turnover, has caused concerns to Executive and Legislative branch leadership, as well as the Employee Association, regarding compensation.
- This has led to an increase in the number of unclassified jobs and also requests for additional funds for various classifications during the budget process.
  - “Is the squeaky wheel getting the oil”?

# How has the study been done?

Project planning, management and communication  
Review and development of the State Compensation Philosophy  
Definition of the constituency of the market to be surveyed and survey sources to utilize  
Selection of benchmark positions to be surveyed  
Definition of components of total remuneration to be surveyed  
Selection of consultant to conduct the survey  
Development of survey instrument and collection of data  
Analysis of survey data  
Preparation of a market analysis preliminary report by the survey consultants  
Feedback from the State to the survey consultants  
Preparation of a revised market analysis report  
Remuneration strategy and planning session with HCM leadership  
Preparation of today's presentation

# What are the key findings of the market analysis?

- Set out following page 5 is the Executive Summary section of the report from the survey consultants (Hay Group).
- Data identified as “Hay Group” represents in-State data from a number of sources:
  - Custom Survey: data from selected organizations
  - Hay Group: data from the Hay Group database of employers with employees in Oklahoma
  - Oklahoma Hospital Association: healthcare specific jobs
  - Quorum Survey: in State survey conducted for Oklahoma employers
  - Bureau of Labor and Statistics (BLS): salary data for jobs in Oklahoma
- Data identified as National Compensation Association of State Governments (NCASG) represents data from selected comparator States:
  - For Salary and Benefits: AR, CO, KS, MO, LA, NM
  - For Salary only: TX
  - For Benefits only: NE and TN
- Data is based on 141 benchmark positions representing 10,082 employees.

P50 represents the median of the market where 50% of the market pays above this value and 50% pays below

P75 represents the upper quartile of the market where 25% of the market pays above this value and 75% pays below

P25 represents the lower quartile of the market where 75% on the market pays above this value and 25% pays below

## Executive summary results

### Base salary

The table below reflects a summary of the base salary positioning against the Median (P50) and 25th Percentile (P25) of the two markets

- On average, the state's market position for base salaries is 21.7% below the Hay Group/Special Survey market Median while midpoints are 18.2% below the Median
- Compared to peer NCASG states, the market position improves to 6.4% below the market median for base salaries and 2.1% above the median for midpoints

	Oklahoma vs. Hay Group P50	Oklahoma vs. NCASG P50	Oklahoma vs. Hay Group P25	Oklahoma vs. NCASG P25
Actual Base Salaries	-21.7%	-6.4%	-9.5%	+2.7%
Midpoint	-18.2%	+2.1%	-6.3%	+13.0%

## Executive summary results

### Benefits

**Below is the summary comparison of the State's benefits programs compared to the Hay Group and NCASG market**

Benefit Area	Oklahoma vs. Hay Group Market	Oklahoma vs. NCASG Market
Total Benefits	P75	> P75
Retirement	> P75	P75
Healthcare	> P75	> P75
Disability	> P75	P75
Death	< P25	P25
Other	< P25	< P25

- The State's current overall competitive market position is at or above the 75th percentile of both the Hay Group and States markets, driven by Oklahoma's strong retirement benefit and high employer subsidy of the State's "basic plan" benefits
- When the benefits program is considered on its own, independent of salary, Oklahoma's benefits are 29% above the Hay Group median and 32% above the NCASG median

## Executive summary results

### Total compensation

Below is the summary comparison of the State's aggregate total remuneration market competitiveness

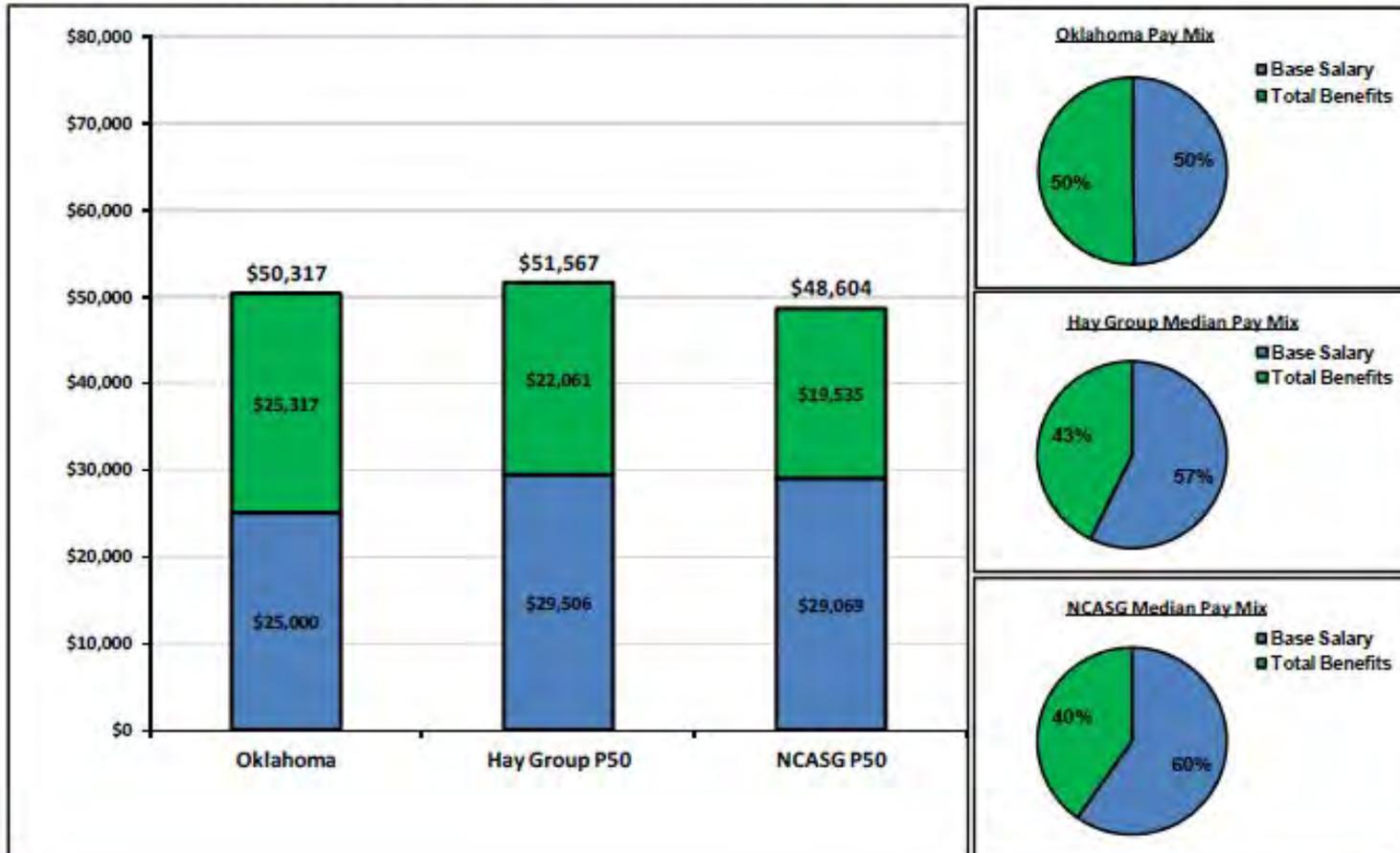
Component	Oklahoma vs. Market P50		Oklahoma vs. Market P25		Key Findings
	Hay Group	NCASG	Hay Group	NCASG	
Base Salary	-21.7%	-6.4%	-9.5%	+2.7%	The majority of the State's occupational groups fall well below the Median of the market compared to the Hay Group survey but closer to NCASG peer group market
Benefits	+18.0%	+24.3%	+34.4%	+40.7%	When the impact of salary is considered on benefits, the competitiveness of the State's benefits program decreases slightly; however, Retirement and Health Care programs influence the overall market position, driven by high level of subsidy provided by the State for these benefits
Total Remuneration	-7.4%	0.0%	+5.5%	+11.8%	The competitive benefits program enhances the total remuneration market position

- The influence of the better benefits position does help to offset the low salary position in some cases; however, base salary generally carries more weight than benefits in determining the total remuneration position

# Executive summary results

## Total compensation

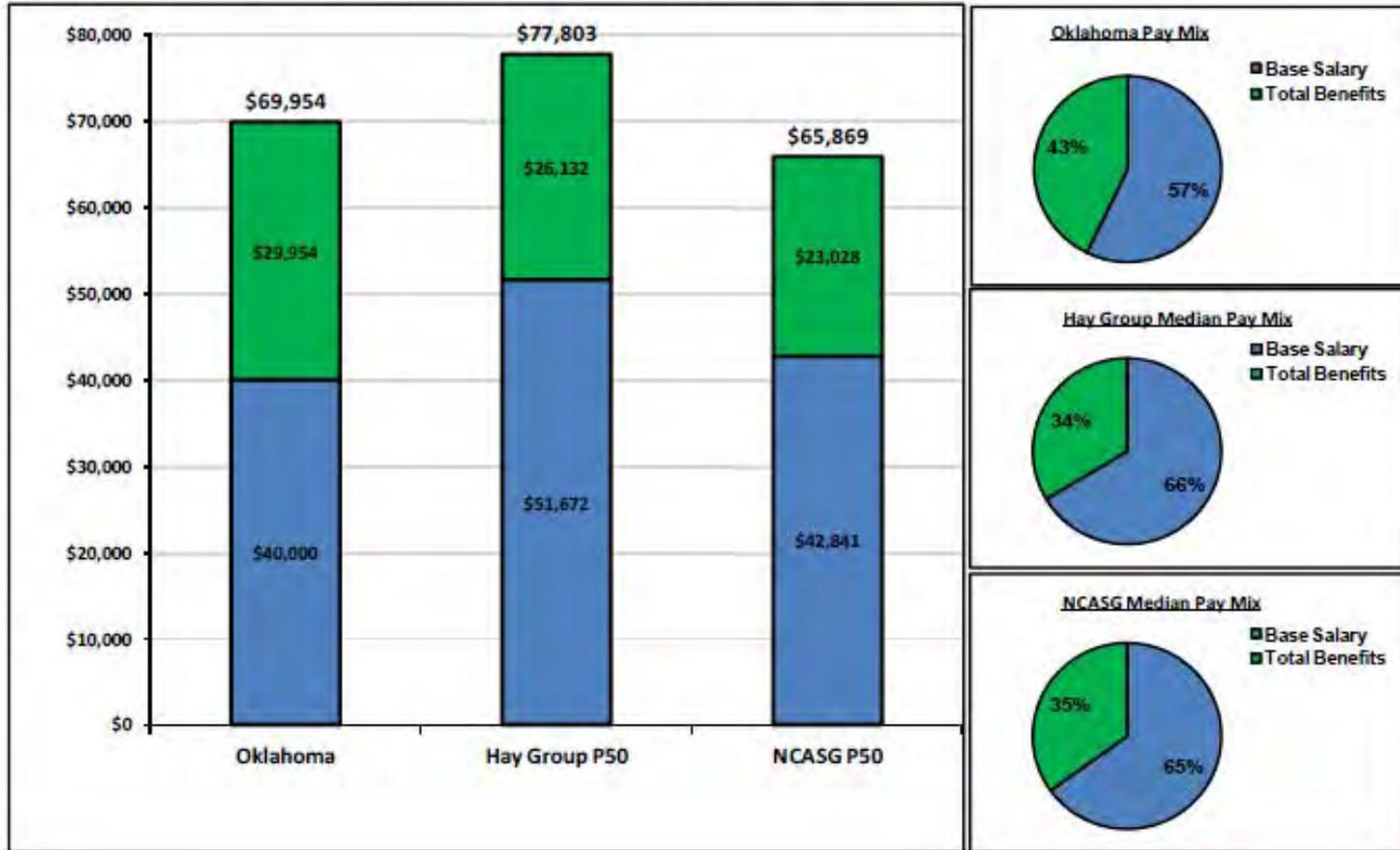
STATE OF OKLAHOMA VS. HAY GROUP & NCASG MARKETS - \$25,000 SALARY



# Executive summary results

## Total compensation

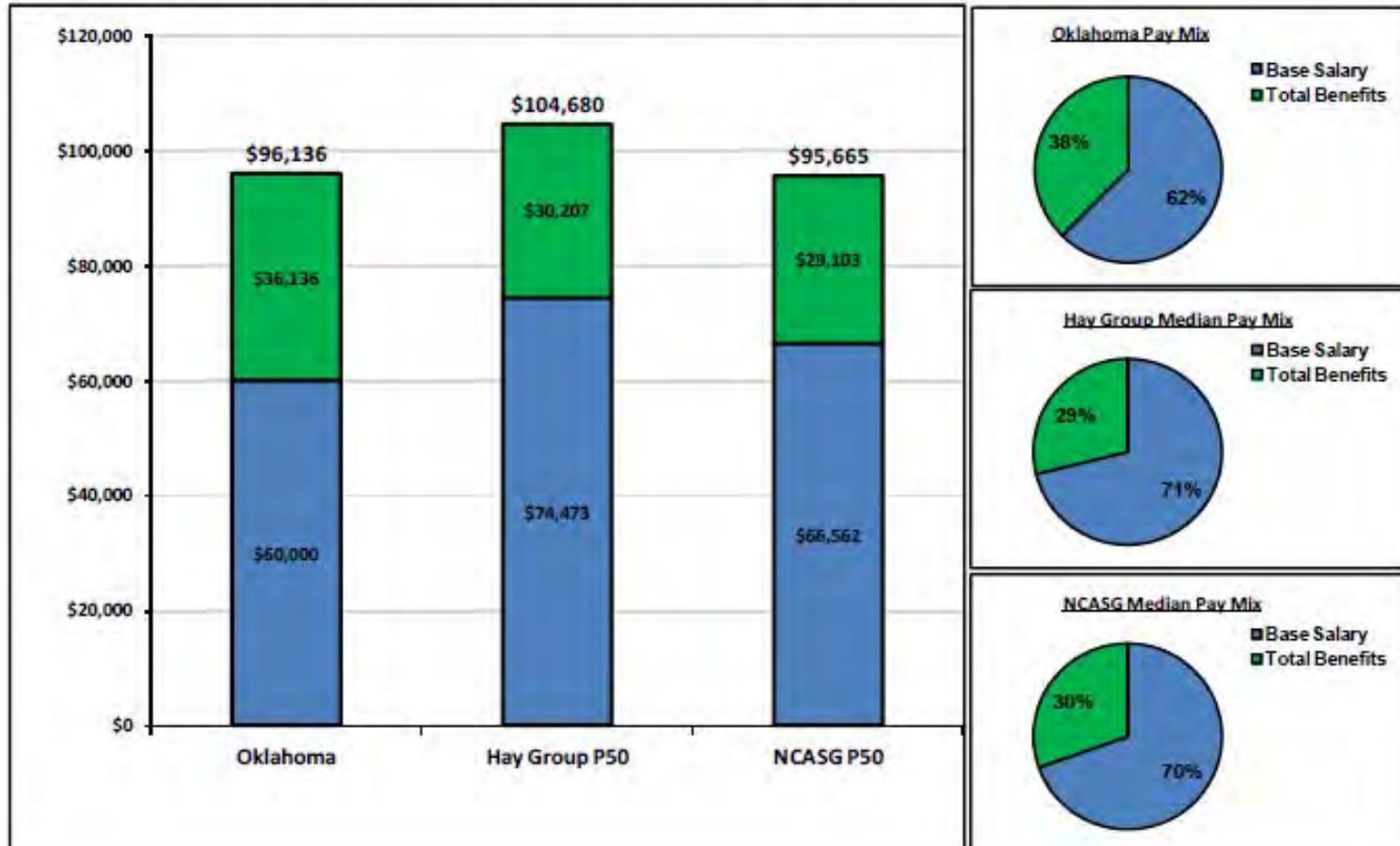
### STATE OF OKLAHOMA VS. HAY GROUP & NCASG MARKETS - \$40,000 SALARY



# Executive summary results

## Total compensation

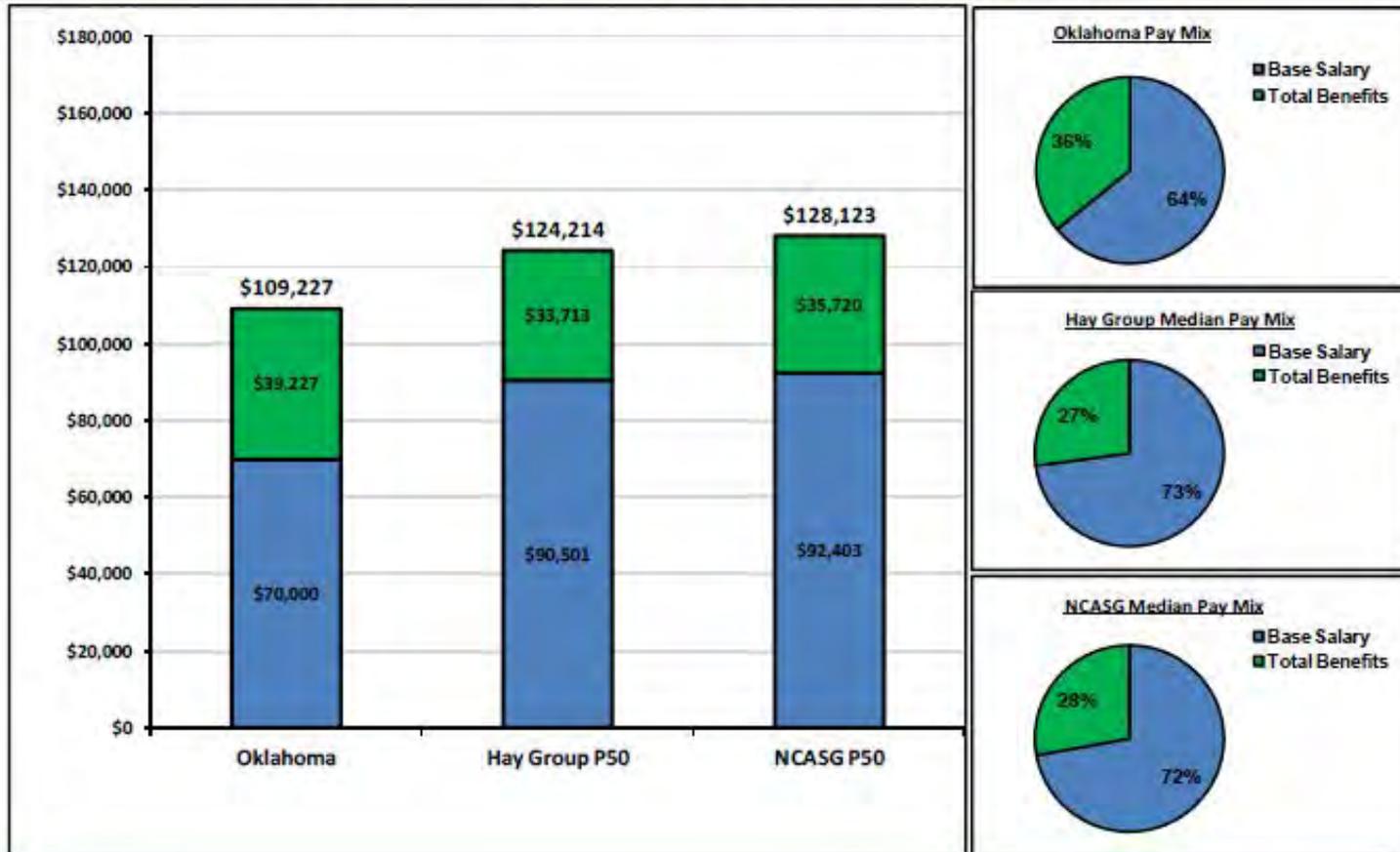
STATE OF OKLAHOMA VS. HAY GROUP & NCASG MARKETS - \$60,000 SALARY



# Executive summary results

## Total compensation

STATE OF OKLAHOMA VS. HAY GROUP & NCASG MARKETS - \$70,000 SALARY



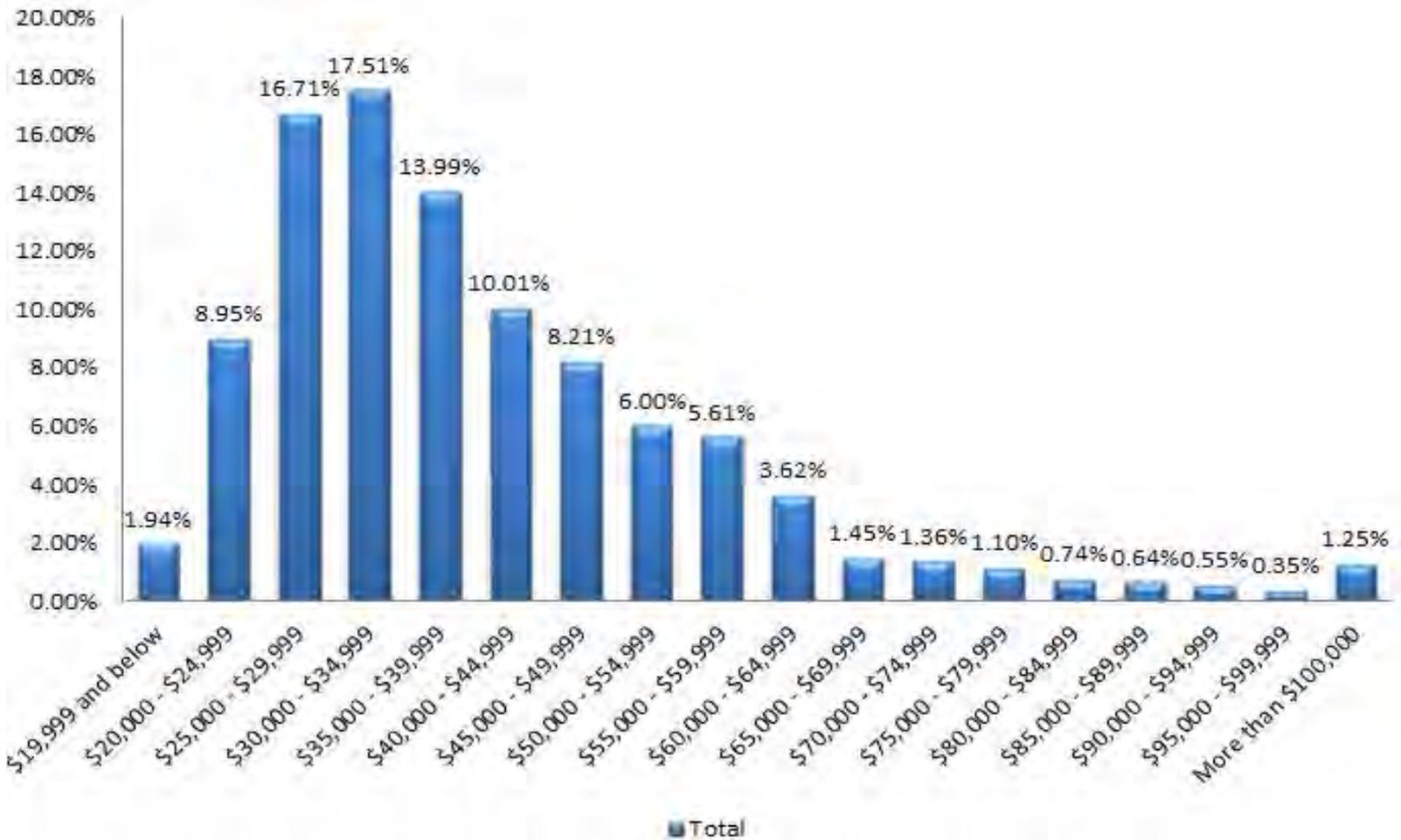
# What are the key findings of the market analysis?

As can be seen from the charts on the previous pages, the total compensation for the State:

- Is at its most competitive at the lower levels of base salary; and
- The mix of salary and benefits is more weighted towards benefits than the market, particularly at the lower salary levels. For example, even though total compensation lags the P50 at the \$40,000 salary level by nearly \$8,000, the value of benefits is greater than the P50 of the market at that level.

As stated by the survey consultants, the current benefits plan is “a good plan for the 1980s” but will it attract and retain the workforce of “tomorrow?”

The chart on the following page shows that nearly 60% of employees in the Executive Branch have a base salary in the range of \$25,000-\$45,000.



- At the commencement of the study, we stated the study results would provide:
  - A current assessment of the competitiveness of base salary, benefits and total remuneration. “It’s not just about the amount, it’s also about the mix.”
  - The basis upon which compensation decisions can be made on an integrated basis between the different components of total remuneration.
  - The basis upon which “what if” scenarios can be developed and considered for future compensation decisions and the ability to do compensation planning for multiple years.
  - Minimization of the “squeaky wheel gets the oil” compensation decisions.
  - Through the education of key stakeholders on the process during the course of the study, the increased likelihood of buy-in to and buy-off of the study recommendations.

# Considerations for action

Taking into consideration the factors on the previous page and the market analysis, we have developed a multi year game plan for your consideration. In doing so, we have been “guided” by the following:

Any changes to salaries should be done taking into consideration factors such as time to fill, quantity and quality of potential hires and rates of turnover

- Given that approximately 32% of the 33,325 Executive Branch employees are now in unclassified positions and there is little structure to the unclassified pay “plan,” to what extent should there be plan design changes for these positions?
- To what extent should there be changes to the pay ranges (pay structure) as well as rates of pay?
- If consideration is given to managing back the level of competitiveness of above market benefits, this must be done in light of the overall level of total remuneration

# Considerations for action

Any changes to salary plans should take into consideration two key groups:

- “today’s” workforce
- the workforce of the future

Any changes to benefits plans should take into consideration three key groups:

- “today’s” workforce
- current retirees
- future retirees

Taking into consideration all these factors, set out on the following pages is a table showing recommendations for your consideration.

This plan is a multi-year plan as we recognize that “the current state” was not achieved “overnight” and a planned, multi-year change is more likely to be accepted than attempting to make all changes at one time.

The primary driver of these recommendations is to start on the path to “changing the mix” between salary and benefits.

# Considerations for action

Salary					
	2014	2015	2016	2017	2018
<b>Salary Structure</b>	Move current pay bands 2-3% movement with effect July 2014. Remove all salaries except Elected Officials and pay band structure authority out of statute and under the authority of HCM.	Development of market based, multiple <b>occupational</b> (not agency based) pay structures. This should alleviate the "flee to being unclassified" in order to have more competitive pay structures	Move pay structures in accordance with the targeted market policy position	Move pay structures in accordance with the targeted market policy position	Move pay structures in accordance with the targeted market policy position
<b>Funds (overall)</b>	Given the gap between the current pay practice and the market, we recommend a target of 3% funding as a first step toward closing that gap. It should not be seen as an "across the board" movement. How this can be done is set out in the Pay Delivery component.	Funding to be determined based on implementation of new salary structures	Funding to be determined	Funding to be determined	Funding to be determined
<b>Selected</b>	<b>Additional Targeted Funding for classifications in the following Occupational Groups:</b> Law Enforcement, Corrections & Juvenile Services, Nursing, and Social Services	To be determined in conjunction with the development of Occupational Based pay structures	To be determined based on market data and other factors such as recruitment, retention and turnover data	To be determined based on market data and other factors such as recruitment, retention and turnover data	To be determined based on market data and other factors such as recruitment, retention and turnover data

Salary					
	2014	2015	2016	2017	2018
Unclassified	Develop new definition of what is Unclassified (to be done as part of Merit System reform). Place a moratorium on new unclassified positions and Agency based unclassified salary studies.	Development and Implementation of Unclassified pay plans	Move pay structures in accordance with the targeted market policy position	Move pay structures in accordance with the targeted market policy position	Move pay structures in accordance with the targeted market policy position
Pay Delivery	<p><b>Based on an assumption of 3% funding. 2% to all who meet standards for a statewide market adjustment. 1% for targeted performance and equity adjustments.</b> (Note: being 20% behind market, this a start towards moving towards market). Separate funding for specific classifications in Occupational Groups listed above).</p> <p><b>Longevity: Four Options:</b> (1) Keep, (2) Gross up and terminate, (3) Grandfather and terminate for new employees,(4) change name to employee reward recognition program, criteria outside of tenure would be considered.</p>				

Salary					
	2014	2015	2016	2017	2018
<b>Pay Delivery (continued)</b>	Design and implement an effective performance management process that will allow for strengthening the linkage between pay, performance and relativity to market. Continue the market/targeted based pay increases	Review performance based on the new performance management process. Focus will be on ensuring the performance management process is working well in order to avoid "what rating do I need to this amount of increase?" Continue market/targeted based pay increases	First full cycle of new pay for performance and market relativity program		

# Considerations for action

Benefits					
	2014	2015	2016	2017	2018
<b>Death/Life</b>	Increase benefits to 1 times salary with a minimum of \$40,000.				
<b>Sick Leave/Short/Long Term Disability</b>	Consider reducing sick leave to 10 days a year. Lower the amount of sick leave that can be donated/used in the shared leave program. Increase the long term disability (LTD) cap from \$3,000 to \$5,000/month				
<b>Healthcare</b>	Modify the statute that allows for potential future escalation of the benefits allowance. Consider reducing the benefits allowance to start the process of employee cost sharing. For example: reduce the employer subsidy for dependent coverage from 75% to 50%. (This should be done in conjunction with funding for salary increases).	Remove the methodology and the amount of benefits allowance from statute.			
			<b>Requires changes in</b>	<b>Law</b>	<b>Policy</b>

Benefits					
	2014	2015	2016	2017	2018
<b>Retirement Savings</b>		Increase the Employee contribution by 0.375% for the current DB plan. Consider development of a new retirement plan for new employees. (Either a hybrid plan DB/DC plan or a DC plan only)	Increase the Employee contribution by 0.375% for the current DB plan.	Increase the Employee contribution by 0.375% for the current DB plan.	Increase the Employee contribution by 0.375% for the current DB plan
<b>Holidays and Vacation</b>	No change	No change	No change	No change	No change

Requires changes in	Law	Policy
---------------------	-----	--------



# State of Oklahoma

## Total Compensation Market Survey and Analysis Study

OCTOBER 2013

DRAFT – CONFIDENTIAL



DRAFT - CONFIDENTIAL

# Prepared by:

**Cheryl Mikuls**

Vice President  
Hay Group

**Malinda Riley**

Benefits Consultant  
Hay Group

**Lisa Bailey**

Associate Consultant  
Hay Group

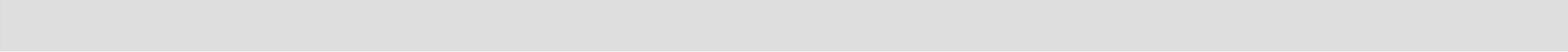
**Shayna Powell**

Associate Consultant  
Hay Group

# Contents

- 1 Background and objectives
- 2 Executive summary results
- 3 Market competitiveness – Base salary
- 4 Market competitiveness – Benefits
- 5 Market competitiveness – Total compensation
- 6 Appendices
  - Salary administration questionnaire survey results
  - Participant lists
  - Hay Benefit Valuation Comparison (BVC) methodology

01



**The State of Oklahoma (the “State”) requested Hay Group to conduct a comprehensive compensation and benefits market survey and analysis**

This total compensation analysis will enable the State to do the following:

- Compare the State’s total compensation mix and levels with both public and private sector markets
- Understand the key drivers of the State’s total remuneration market position
- Identify compensation and benefit market trends, focusing on salary administration and benefit program design



02

# Executive summary results

## Project overview

**The study included 172 benchmark positions (including 30 Agency Heads), representing approximately 11,500 State employees or 35% of total State employees**

- 141 of the total benchmarks had sufficient market data for publication, covering 10,082 employees

**Survey data will be shown based on two sources of market data collected and developed for the study:**

- Hay Group: this market represents an average of several markets for pay specific to Oklahoma
  - Custom Survey Oklahoma data (salary and benefits)
  - Hay Group - data for employees and companies in Oklahoma (salary and benefits)
  - Oklahoma Hospital Association (OHA) – healthcare specific jobs
  - Quorum Survey - locally conducted survey for the State
  - Bureau of Labor Statistics - (BLS) salary information for jobs in Oklahoma
- NCASG: this market is comprised of 9 comparator states
  - AR, CO, KS, LA, MO, NM (salary & benefits), TX (salary), NE and TN (benefits)





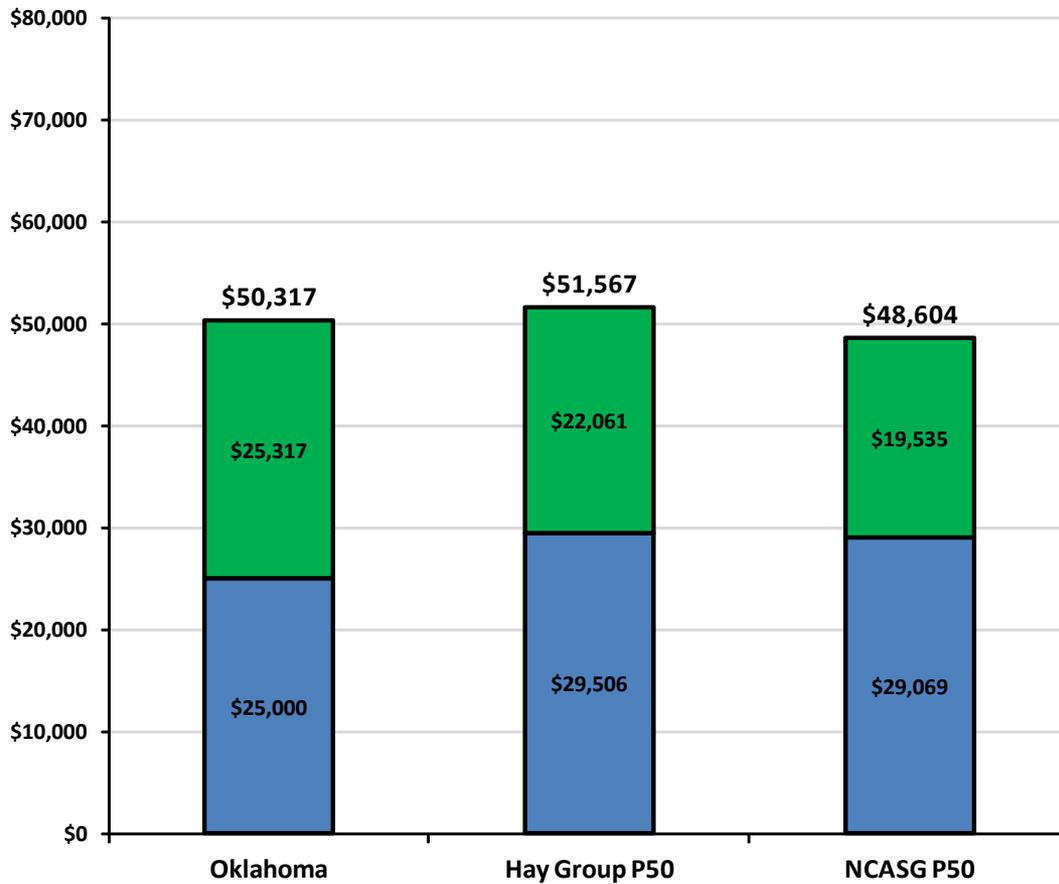




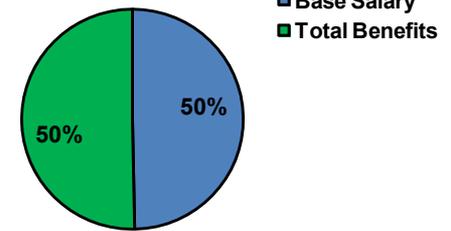

## Below is the summary comparison of the State's aggregate total remuneration market competitiveness

Base Salary	-21.7%	-6.4%	-9.5%	+2.7%	The majority of the State's occupational groups fall well below the Median of the market compared to the Hay Group survey but closer to NCASG peer group market
Benefits	+18.0%	+24.3%	+34.4%	+40.7%	When the impact of salary is considered on benefits, the competitiveness of the State's benefits program decreases slightly; however, Retirement and Health Care programs influence the overall market position, driven by high level of subsidy provided by the State for these benefits
Total Remuneration	-7.4%	0.0%	+5.5%	+11.8%	The competitive benefits program enhances the total remuneration market position

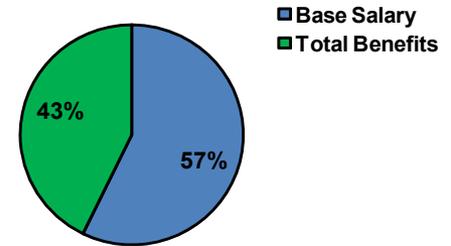
- The influence of the better benefits position does help to offset the low salary position in some cases; however, base salary generally carries more weight than benefits in determining the total remuneration position



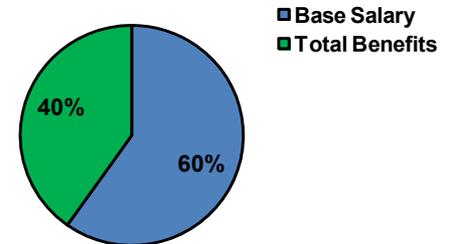
**Oklahoma Pay Mix**

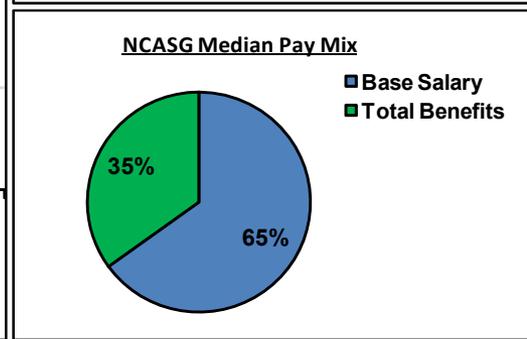
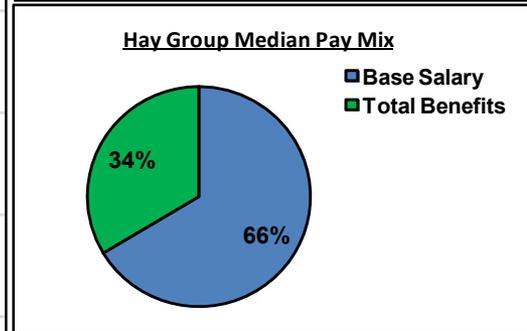
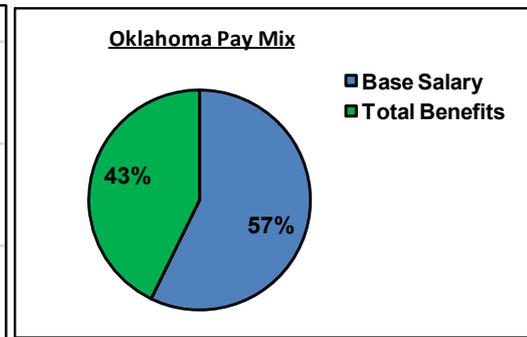
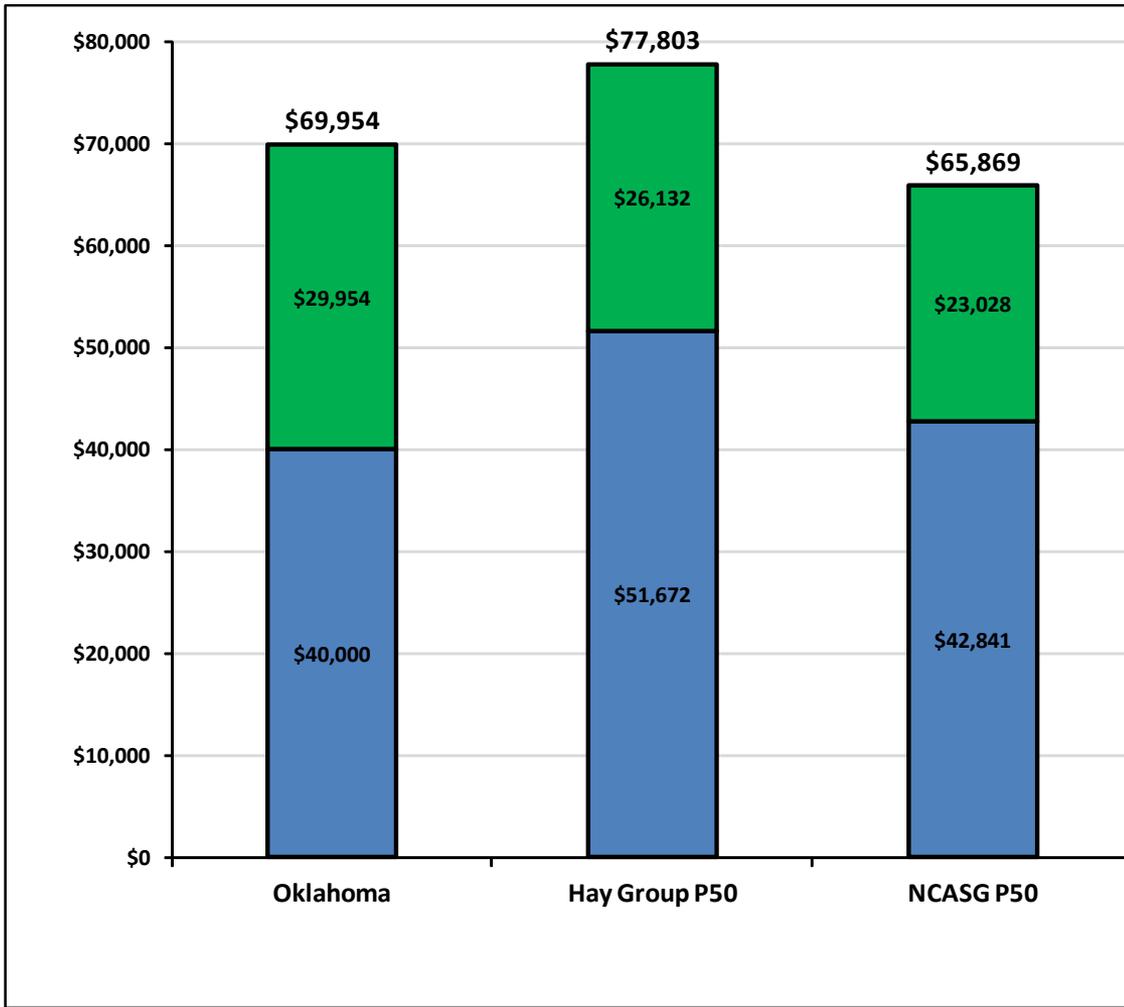


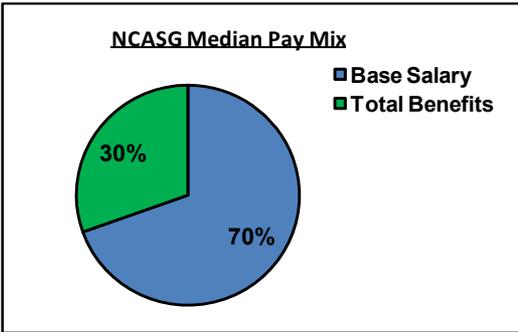
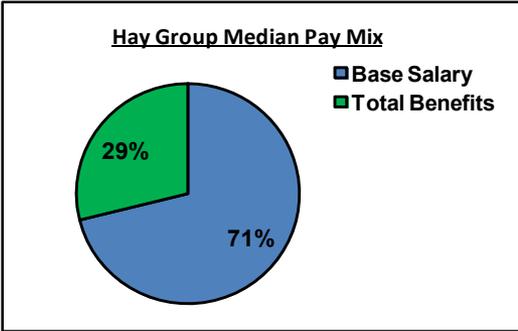
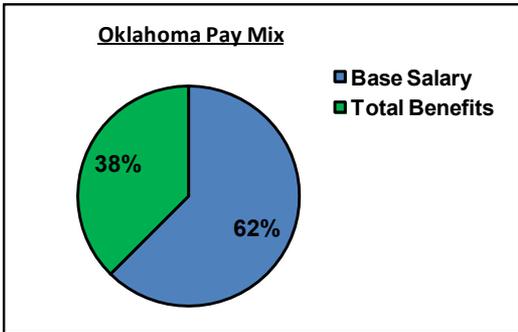
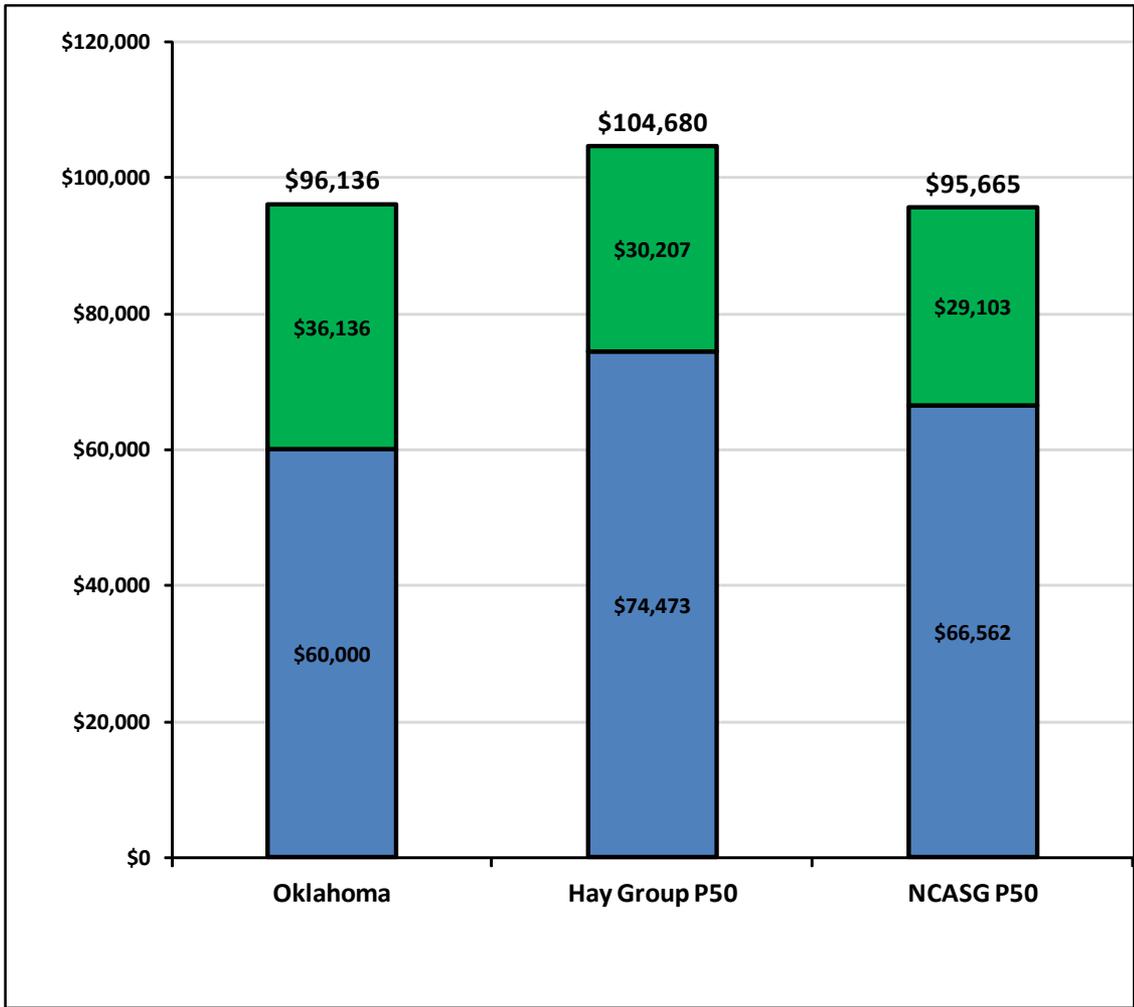
**Hay Group Median Pay Mix**

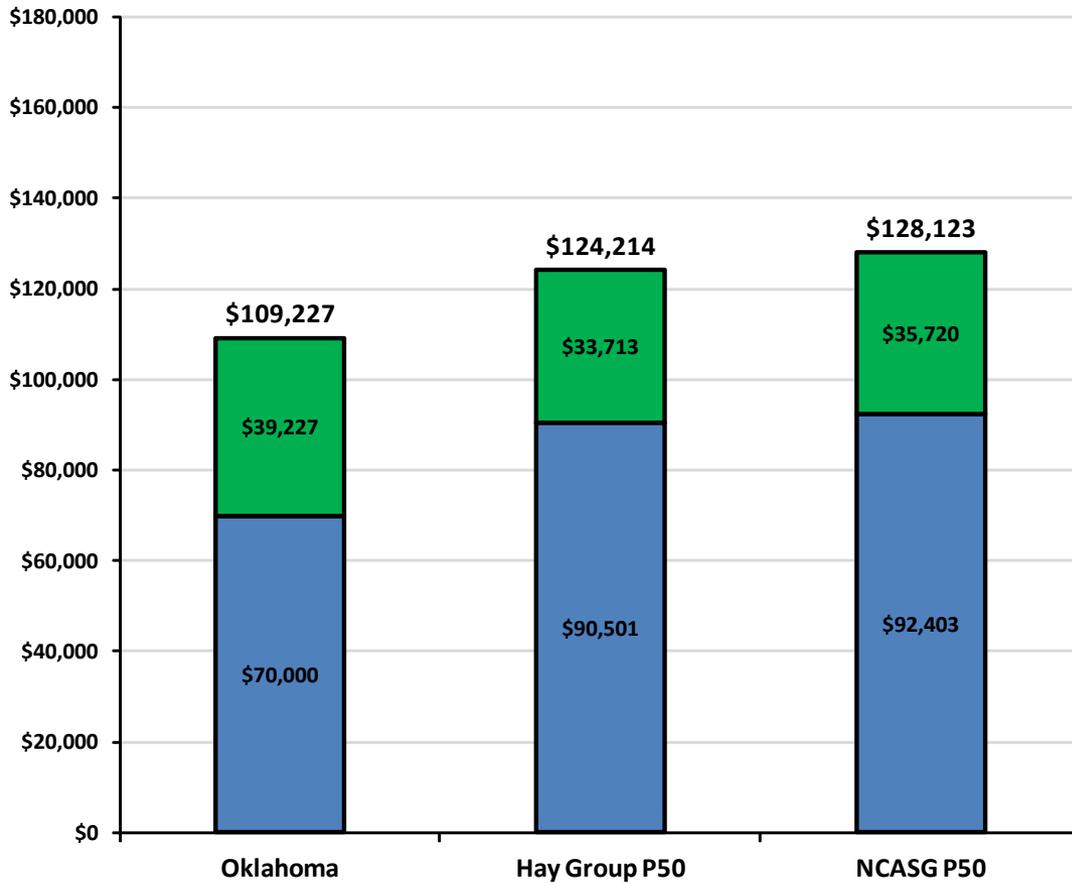


**NCASG Median Pay Mix**

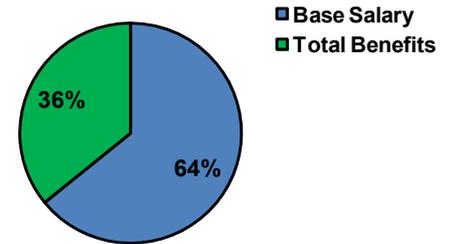




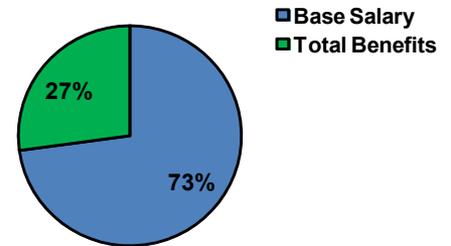




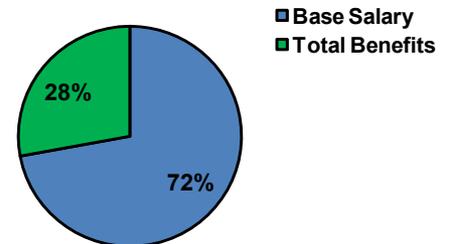
**Oklahoma Pay Mix**



**Hay Group Median Pay Mix**



**NCASG Median Pay Mix**



03

Market competitiveness  
Base salary



# Market competitiveness

## Base salary by occupational group

### Occupational groups versus Hay Group/Special Survey

- The following tables reflect the comparison of average pay for the benchmark positions in each of Oklahoma's occupational groups compared to the P50 and P25 of Hay Group's special survey and Oklahoma market
- Highlighted are the occupational groups for which actual pay or midpoint lags the market by more than 20%

Occupational Group	# of BMs	# of EEs Overall	Avg Pay % from In-State P50 (Avg)	Midpoint % from In-State P50 (Avg)	Avg Pay % from In-State P25 (Avg)	Midpoint % from In-State P25 (Avg)
Unclassified-Legal	3	36	-47%		-37%	
General Safety, Security Inspections and Investigations	3	104	-36%	-37%	-48%	-49%
Information Technology	6	178	-32%	-35%	-16%	-22%
General Sciences and Environmental Services	5	86	-31%	-31%	-19%	-18%
Human Resources Management and Development	5	182	-31%	-28%	-23%	-19%
General Administrative	20	2056	-26%	-23%	-18%	-15%
Logistics and Property Management	9	402	-22%	-26%	-10%	-14%
Rehabilitation and Vocational Services	3	273	-22%	0%	-2%	24%
Financial Management	10	298	-21%	-25%	-5%	-13%
Health Care Services and Administration	16	246	-19%	-11%	-3%	12%
Professional Engineering and Land Surveyors	7	140	-18%	-27%	-5%	-12%

# Market competitiveness

## Base salary by occupational group

### Occupational group versus Hay Group/Special Survey (continued)

Occupational Group	# of BMs	# of EEs Overall	Avg Pay % from In-State P50 (Avg)	Midpoint % from In-State P50 (Avg)	Avg Pay % from In-State P25 (Avg)	Midpoint % from In-State P25 (Avg)
Social Services	9	2599	-17%	-2%	1%	20%
Revenue and Taxation	6	164	-16%	7%	8%	38%
Travel, Tourism and Recreation	5	71	-16%		7%	
Power Generation	6	110	-15%	-4%		
Nursing Services	6	903	-15%	-13%	-4%	-9%
Institutional and Nutritional Services and Administration	9	632	-15%	-5%	-2%	6%
Corrections & Custody	6	714	-13%	1%	1%	17%
Transportation and Highway Construction and Maintenance	6	903	-1%	-15%		
Law Enforcement	16	1062	0%	-20%	24%	-8%
Employment Services	3	199	4%	14%	36%	49%
Insurance and Benefits Administration	4	13	26%	17%	36%	26%
Agricultural Services and Inspections	4	96				
Historical Preservation	1	5				
Oil, Gas, Transportation and Utility Regulation	3	50				
Unclassified-Agricultural	1	15				
Veterans Services	2	7				
<b>Average</b>	<b>174</b>	<b>11544</b>	<b>-21.7%</b>	<b>-18.2%</b>	<b>-9.5%</b>	<b>-6.3%</b>

## Occupational group versus NCASG

- The following tables reflect the comparison of average pay for benchmark positions in each of Oklahoma’s occupational groups compared to the P50 and P25 of the NCASG 7-state market
- Highlighted are the occupational groups for which actual pay or midpoint lags the market by more than 20%

Occupational Group	# of BMs	# of EEs Overall	Avg Pay % from NCASG 7 States Market P50 (Avg)	Midpoint % from NCASG 7 States Market P50 (Avg)	Avg Pay % from NCASG 7 States Market P25 (Avg)	Midpoint % from NCASG 7 States Market P25 (Avg)
Historical Preservation	1	5	-25%	-9%	-22%	-5%
Insurance and Benefits Administration	4	13	-24%	-21%	-14%	-12%
Agricultural Services and Inspections	4	96	-19%	9%	-12%	18%
Institutional and Nutritional Services and Administration	9	632	-18%	-14%	-8%	-2%
Social Services	9	2599	-17%	-1%	-10%	6%
Travel, Tourism and Recreation	5	71	-15%	9%	-4%	23%
General Administrative	20	2056	-13%	10%	-2%	25%
Information Technology	6	178	-13%	-15%	-6%	-8%
Human Resources Management and Development	5	182	-12%	-8%	-7%	-4%
General Sciences and Environmental Services	5	86	-7%	-7%	12%	12%
Employment Services	3	199	-7%	20%	2%	32%

# Market competitiveness

## Base salary by occupational group

### Occupational group versus NCASG (continued)

Occupational Group	# of BMs	# of EEs Overall	Avg Pay % from NCASG 7 States Market P50 (Avg)	Midpoint % from NCASG 7 States Market P50 (Avg)	Avg Pay % from NCASG 7 States Market P25 (Avg)	Midpoint % from NCASG 7 States Market P25 (Avg)
Professional Engineering and Land Surveyors	7	140	-6%	-5%	0%	-7%
Corrections & Custody	6	714	-6%	9%	4%	22%
Financial Management	10	298	-3%	-3%	9%	9%
Rehabilitation and Vocational Services	3	273	-2%	6%	8%	17%
Transportation and Highway Construction and Maintenance	6	903	-2%	10%		
General Safety, Security Inspections and Investigations	3	104	-1%	-3%	5%	4%
Revenue and Taxation	6	164	-1%	17%	2%	21%
Logistics and Property Management	9	402	0%	-4%	3%	-2%
Oil, Gas, Transportation and Utility Regulation	3	50	0%	-3%	9%	6%
Nursing Services	6	903	1%	2%	4%	6%
Law Enforcement	16	1062	1%	24%	9%	34%
Unclassified-Legal	3	36	6%		18%	
Health Care Services and Administration	16	246	7%	5%	20%	25%
Veterans Services	2	7	19%	38%	20%	39%
Power Generation	6	110				
Unclassified-Agricultural	1	15				
<b>Average</b>	<b>174</b>	<b>11544</b>	<b>-6.4%</b>	<b>2.1%</b>	<b>2.7%</b>	<b>13.0%</b>

Grade	Group	Avg Pay % from In- State P50 (Avg)	Midpoint % from In- State P50 (Avg)	Avg Pay % from In- State P25 (Avg)	Midpoint % from In- State P25 (Avg)
O, P	Managers/Directors	-33%	-33%	-23%	-23%
L, M, N	Managerial	-21%	-22%	-9%	-9%
I, J, K	Professional/Supervisory	-25%	-21%	-11%	-7%
F, G, H	Senior Clerical	-15%	-16%	-7%	-7%
C, D, E	Clerical	-3%	-4%	2%	0%

## Grade level versus NCASG

- The following table reflects the comparison of average pay and midpoint for the benchmark positions in Oklahoma’s classified grades compared to the P50 and P25 of the NCASG 7-state market
  - Unclassified jobs are not reflected in this analysis
- The table summarizes the percent from market grouped by level of work performed

Grade	Group	Avg Pay % from In- State P50 (Avg)	Midpoint % from In- State P50 (Avg)	Avg Pay % from In- State P25 (Avg)	Midpoint % from In- State P25 (Avg)
O, P	Managers/Directors	-28%	-27%	-20%	-19%
L, M, N	Managerial	-8%	-7%	3%	3%
I, J, K	Professional/Supervisory	-9%	-3%	-2%	5%
F, G, H	Senior Clerical	-10%	-8%	-2%	0%
C, D, E	Clerical	3%	2%	6%	5%

Grade	# of BMs	Avg Pay % from In-State P50 (Avg)	Midpoint % from In-State P50 (Avg)	Avg Pay % from In-State P25 (Avg)	Midpoint % from In-State P25 (Avg)
P	1	-31%	-34%	-22%	-26%
O	3	-36%	-32%	-24%	-20%
N	6	-25%	-27%	-9%	-12%
M	10	-23%	-23%	-16%	-13%
L	10	-15%	-15%	-3%	-3%
K	18	-26%	-20%	-6%	0%
J	21	-32%	-28%	-24%	-20%
I	14	-17%	-15%	-2%	0%

# Market competitiveness

## Base salary by Grade level

### Grade level versus Hay Group/Special Survey (continued)

Grade	# of BMs	Avg Pay % from In-State P50 (Avg)	Midpoint % from In-State P50 (Avg)	Avg Pay % from In-State P25 (Avg)	Midpoint % from In-State P25 (Avg)
H	10	-18%	-22%	-9%	-12%
G	9	-7%	-9%	0%	1%
F	9	-21%	-19%	-12%	-11%
E	7	-8%	-11%	-1%	-5%
D	1	4%	4%	2%	3%
C	1	-3%	-6%	5%	2%
<b>Average</b>	<b>120</b>	<b>-22.3%</b>	<b>-21.2%</b>	<b>-11.1%</b>	<b>-9.3%</b>

# Market competitiveness

## Base salary by Grade level

### Grade level versus NCASG

- The following tables reflect the comparison of average pay for benchmark positions in each of Oklahoma's classified grades compared to the P50 and P25 of the NCASG 7-state market
- Highlighted are the grades for which actual pay or midpoint lags the market by more than 20%

Grade	# of BMs	Avg Pay % from NCASG 7 States Market P50 (Avg)	Midpoint % from NCASG 7 States Market P50 (Avg)	Avg Pay % from NCASG 7 States Market P25 (Avg)	Midpoint % from NCASG 7 States Market P25 (Avg)
P	1	-30%	-33%	-18%	-21%
O	3	-26%	-20%	-22%	-16%
N	6	-4%	-2%	3%	5%
M	10	-9%	-10%	-1%	-3%
L	10	-12%	-10%	6%	7%
K	18	-3%	1%	2%	7%
J	21	-15%	-7%	-8%	1%
I	14	-10%	-3%	-1%	7%

# Market competitiveness

## Base salary by Grade level

### Grade level versus NCASG (continued)

Grade	# of BMs	Avg Pay % from NCASG 7 States Market P50 (Avg)	Midpoint % from NCASG 7 States Market P50 (Avg)	Avg Pay % from NCASG 7 States Market P25 (Avg)	Midpoint % from NCASG 7 States Market P25 (Avg)
H	10	-7%	-6%	0%	2%
G	9	-10%	-8%	-3%	-1%
F	9	-11%	-10%	-4%	-2%
E	7	4%	5%	8%	10%
D	1				
C	1	2%	-1%	4%	0%
<b>Average</b>	<b>120</b>	<b>-9.8%</b>	<b>-6.4%</b>	<b>-2.1%</b>	<b>1.8%</b>

# Market competitiveness

## Base salary by occupational group

MEDIAN (P50)

**Listed on the following slides are the benchmark positions compared to market averages to determine overall levels of competitiveness by job**

- The table is sorted by occupational group to reflect the benchmark jobs individually by group based on level of competitiveness against both markets

# Market competitiveness

## Base salary by occupational group

MEDIAN (P50)

### Benchmark competitiveness at P50

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P50	NCASG 7 States P50
Agricultural Services and Inspections	Commissioner, Agriculture Dept	1		\$87.0	\$126.5			-23%	12%		\$112.5
Agricultural Services and Inspections	Agriculture Field Inspector	41	J	\$35.5	\$38.8			-10%	-1%		\$39.3
Corrections & Custody	Correctional Security Manager	218	K	\$36.6	\$42.5	-21%	-8%	-6%	9%	\$46.0	\$38.9
Corrections & Custody	Probation and Parole Officer	9	K	\$35.0	\$42.5	-8%	11%	-4%	16%	\$38.1	\$36.5
Corrections & Custody	Correctional Security Officer	456	H	\$28.8	\$31.9	-7%	3%	-5%	5%	\$31.0	\$30.4
Corrections & Custody	Correctional Industries Mgr	16	H	\$32.0	\$31.9			-17%	-17%		\$38.4
Corrections & Custody	Director, Corrections Dept	1		\$132.3	\$156.1			-3%	14%		\$136.7
Employment Services	Compliance Enforcement Officer	30	L	\$42.7	\$46.7	4%	14%			\$41.1	
Employment Services	Executive Director, Employment Security Commission	1		\$93.2	\$126.5			-10%	23%		\$103.0
Employment Services	Workforce Services Specialist	168	I	\$32.0	\$35.3			1%	12%		\$31.5
Financial Management	Auditor	65	J	\$34.6	\$38.8	-46%	-39%	-27%	-18%	\$63.5	\$47.4
Financial Management	Financial Manager/Comptroller	15	O	\$59.8	\$64.5	-43%	-39%	-26%	-20%	\$105.4	\$80.5
Financial Management	Business Manager	21	L	\$45.2	\$46.7	-31%	-29%	-29%	-27%	\$65.4	\$63.8
Financial Management	Accountant	91	J	\$39.5	\$38.8	-25%	-27%	-4%	-5%	\$52.9	\$41.1
Financial Management	Commissioner, Banking Dept	1		\$151.9	\$132.1	-16%	-27%	32%	15%	\$181.8	\$115.0
Financial Management	Accounting Technician	49	G	\$27.7	\$29.0	-16%	-12%	-11%	-7%	\$33.0	\$31.1
Financial Management	Insurance/Benefits Accounts Specialist	4	H	\$35.4	\$31.9	-15%	-23%			\$41.6	
Financial Management	Director, Accountancy Board	1		\$133.9	\$141.9	-15%	-10%	6%	12%	\$157.3	\$126.5
Financial Management	Certified Public Accountant	38		\$65.2	n/a	-6%				\$69.3	
Financial Management	Revenue Administrator II	13		\$57.9	n/a	18%				\$49.1	

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P50	NCASG 7 States P50
General Administrative	Administrative Programs Officer	227	J	\$36.8	\$38.8	-43%	-40%			\$65.1	
General Administrative	Public Information Officer	11	J	\$39.4	\$38.8	-42%	-42%			\$67.5	
General Administrative	Legal Secretary	10	H	\$30.8	\$31.9	-36%	-34%			\$48.2	
General Administrative	Public Information Manager	10	M	\$49.1	\$51.8	-35%	-32%			\$75.7	
General Administrative	Secretary	53	H	\$29.4	\$31.9	-25%	-19%	10%	19%	\$39.2	\$26.8
General Administrative	Administrative Technician III	895	F	\$25.5	\$26.4	-23%	-21%			\$33.3	
General Administrative	Graphic Artist	12	I	\$34.6	\$35.3	-17%	-15%	4%	6%	\$41.7	\$33.2
General Administrative	Administrative Technician II	116	E	\$24.3	\$24.0	-17%	-18%			\$29.3	
General Administrative	Librarian	6	L	\$41.6	\$46.7	-14%	-4%	3%	16%	\$48.7	\$40.4
General Administrative	Administrative Assistant	511	I	\$33.1	\$35.3	-12%	-6%			\$37.5	
General Administrative	Library Technician	14	F	\$26.5	\$26.4	-10%	-11%	1%	0%	\$29.6	\$26.3
General Administrative	Customer Service Representative	76	E	\$23.9	\$24.0	-10%	-10%			\$26.7	
General Administrative	Customer Assistance Representative	51	G	\$28.6	\$29.0	-4%	-3%			\$29.9	
General Administrative	Executive Director, Arts Council	1		\$63.7	\$95.0			-40%	-10%		\$106.0
General Administrative	Director, OMES	1		\$108.0	\$190.9			-21%	39%		\$137.2
General Administrative	Secretary of State	1		\$90.0	\$126.5			-19%	14%		\$111.4
General Administrative	Director, Commerce Dept	1		\$112.5	\$119.8			-14%	-8%		\$130.4
General Administrative	Director, Libraries Dept	1		\$85.9	\$95.0			1%	12%		\$85.0
General Administrative	Administrative Hearing Officer	13	M	\$51.7	\$51.8			9%	9%		\$47.6
General Safety, Security Inspections and Investigations	Safety Consultant	16	J	\$39.7	\$38.8	-45%	-46%			\$72.1	
General Safety, Security Inspections and Investigations	Fire Prevention & Security Ofc	39	E	\$24.3	\$24.0	-12%	-14%	-1%	-3%	\$27.7	\$24.6

# Market competitiveness

## Base salary by occupational group

MEDIAN (P50)

### Benchmark competitiveness at P50 cont'd

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P50	NCASG 7 States P50
General Sciences and Environmental Services	Environmental Programs Specl	38	J	\$40.9	\$38.8	-38%	-41%	-13%	-17%	\$65.7	\$46.9
General Sciences and Environmental Services	Environ/Chemical Lab Scientist	13	K	\$41.1	\$42.5	-32%	-29%			\$60.1	
General Sciences and Environmental Services	Environmental Programs Manager	33	O	\$63.0	\$64.5	-26%	-25%			\$85.6	
General Sciences and Environmental Services	Director, Wildlife Conservation Commission	1		\$122.0	\$119.8			-7%	-9%		\$131.4
General Sciences and Environmental Services	Executive Director, Environmental Quality Dept	1		\$123.0	\$126.5			-5%	-2%		\$129.0
Health Care Services and Administration	Executive Secretary, Dentistry Board	1		\$75.7	\$109.0	-56%	-36%			\$170.9	
Health Care Services and Administration	Executive Secretary, Pharmacy Board	1		\$109.1	\$161.0	-32%	0%			\$161.0	
Health Care Services and Administration	Pharmacist II	9		\$82.2	n/a	-23%		-13%		\$106.4	\$95.0
Health Care Services and Administration	Chief Medical Examiner, Medical Examiners Office	1		\$225.0	\$256.2	-12%	0%			\$256.2	
Health Care Services and Administration	Recreation Therapist	11	I	\$33.2	\$35.3	-12%	-6%	-3%	3%	\$37.7	\$34.4
Health Care Services and Administration	Psychological Clinician	42	M	\$43.9	\$51.8	-10%	6%			\$48.9	
Health Care Services and Administration	Pharmacy Technician	19	F	\$25.7	\$26.4	-9%	-7%	-7%	-5%	\$28.4	\$27.7
Health Care Services and Administration	Therapeutic/Medical Aide	23	E	\$28.5	\$24.0	-8%	-23%			\$30.9	
Health Care Services and Administration	Speech-Language Pathologist	25	L	\$58.4	\$46.7	-6%	-25%	2%	-18%	\$62.3	\$57.3
Health Care Services and Administration	Commissioner of Health	1		\$194.2	\$170.0	-3%	-15%	18%	3%	\$200.9	\$165.0
Health Care Services and Administration	Child Development Specialist	11	K	\$42.7	\$42.5	-2%	-3%			\$43.7	
Health Care Services and Administration	Dental Care Assistant	24	G	\$29.2	\$29.0	-2%	-2%	6%	6%	\$29.7	\$27.5
Health Care Services and Administration	Executive Secretary, Speech Pathology & Audiology	1		\$51.4	\$63.5			-10%	11%		\$57.3
Health Care Services and Administration	Medical Advisor, Medical Licensure Board	1		\$114.0	\$95.0			14%	-5%		\$100.0
Health Care Services and Administration	Commissioner, Mental Health Dept	1		\$133.5	\$144.4			21%	31%		\$110.2
Historical Preservation	Historical Facility Manager	5	J	\$32.1	\$38.8			-25%	-9%		\$42.9
Human Resources Management and Development	Human Resources Programs Manager	19	N	\$54.9	\$57.6	-38%	-35%	-20%	-16%	\$88.4	\$68.6
Human Resources Management and Development	Training Specialist	23	J	\$36.5	\$38.8	-35%	-31%	-11%	-6%	\$55.9	\$41.2
Human Resources Management and Development	Human Resources Management Specialist IV	66	K	\$41.7	\$42.5	-31%	-29%	2%	3%	\$60.2	\$41.0
Human Resources Management and Development	Human Resources Management Specialist III	52	J	\$37.0	\$38.8	-25%	-21%			\$49.3	
Human Resources Management and Development	Human Resources Assistant	22	G	\$28.1	\$29.0	-16%	-13%	-12%	-9%	\$33.3	\$32.0

# Market competitiveness

## Base salary by occupational group

MEDIAN (P50)

### Benchmark competitiveness at P50 cont'd

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P50	NCASG 7 States P50
Information Technology	Information System Services Coordinator	28	K	\$33.7	\$42.5	-53%	-41%			\$71.9	
Information Technology	Information System Application Specialist II	20	K	\$43.1	\$42.5	-36%	-37%	-7%	-8%	\$67.0	\$46.2
Information Technology	Information System Application Specialist IV	39	M	\$54.6	\$51.8	-31%	-35%	-21%	-25%	\$79.2	\$68.7
Information Technology	Info System Operating System Specialist	15	M	\$51.9	\$51.8	-29%	-29%	-9%	-9%	\$73.3	\$57.1
Information Technology	Project Manager	58		\$67.0	n/a	-27%				\$92.1	
Information Technology	HelpDesk Technician	18		\$39.1	n/a	-14%				\$45.3	
Information Technology	Project Manager	3		\$92.6	n/a	1%				\$92.1	
Institutional and Nutritional Services and Admin	Chaplain	16	J	\$31.8	\$38.8	-30%	-15%	-28%	-12%	\$45.6	\$44.0
Institutional and Nutritional Services and Admin	Occupational Therapist	11		\$53.5	n/a	-24%		-14%		\$70.9	\$62.5
Institutional and Nutritional Services and Admin	Direct Care Specialist	359	F	\$24.5	\$26.4	-9%	-2%			\$26.8	
Institutional and Nutritional Services and Admin	Consumer Recovery Specialist	31		\$20.8	n/a	-8%				\$22.6	
Institutional and Nutritional Services and Admin	Food Service Manager	21	I	\$37.4	\$35.3	-6%	-12%	-17%	-22%	\$39.9	\$45.2
Institutional and Nutritional Services and Admin	Food Service Specialist	110	E	\$21.3	\$24.0	-1%	11%	-2%	10%	\$21.5	\$21.8
Institutional and Nutritional Services and Admin	Linen and Clothing Specialist	19	D	\$21.6	\$21.8	4%	4%			\$20.9	
Institutional and Nutritional Services and Admin	Youth Guidance Specialist	43	F	\$25.8	\$26.4			-24%	-23%		\$34.0
Insurance and Benefits Administration	Member Services Representative	3	J	\$39.6	\$38.8	25%	23%			\$31.6	
Insurance and Benefits Administration	Member Services Representative	8	I	\$40.1	\$35.3	27%	12%			\$31.6	
Insurance and Benefits Administration	Executive Director, Public Employee's Retirement System	1		\$116.5	\$119.8			-41%	-39%		\$196.1
Insurance and Benefits Administration	Pres & CEO, CompSource Okla	1		\$116.5	\$119.8			7%	10%		\$108.6
Law Enforcement	Police Officer	16	F	\$23.1	\$26.4	-43%	-35%			\$40.6	
Law Enforcement	Law Enf Communications Specl	16	G	\$29.9	\$29.0	5%	2%			\$28.4	
Law Enforcement	Criminalist	41		\$62.3	n/a	36%		22%		\$45.7	\$50.9
Law Enforcement	Law Enf Highway Patrol Officer III	602		\$55.4	n/a			-14%			\$64.4
Law Enforcement	Law Enf Highway Patrol Manager	32		\$69.7	n/a			-11%			\$78.6
Law Enforcement	Commissioner, Public Safety Dept	1		\$111.1	\$156.1			-7%	31%		\$119.3
Law Enforcement	Warden	18		\$68.3	n/a			2%			\$67.0
Law Enforcement	Driver's License Examiner	108	G	\$34.0	\$29.0			13%	-4%		\$30.2
Law Enforcement	Communications Officer	11		\$47.9	n/a			44%			\$33.3

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P50	NCASG 7 States P50
Logistics and Property Management	Materiel Management Officer	17	I	\$35.8	\$35.3	-46%	-47%			\$66.1	
Logistics and Property Management	Contracting & Acquisitions Agent	19	I	\$36.5	\$35.3	-27%	-29%			\$49.7	
Logistics and Property Management	Construction/Maintenance Administrator	32	L	\$44.2	\$46.7	-23%	-18%			\$57.2	
Logistics and Property Management	Equipment Operator	17	F	\$28.5	\$26.4	-20%	-26%			\$35.8	
Logistics and Property Management	Construction/Maintenance Technician	92	G	\$28.0	\$29.0	-20%	-18%	-5%	-1%	\$35.2	\$29.4
Logistics and Property Management	Fleet Specialist	56	H	\$35.7	\$31.9	-19%	-28%	3%	-8%	\$44.1	\$34.7
Logistics and Property Management	Materiel Management Specialist	39	E	\$25.4	\$24.0	-11%	-16%			\$28.5	
Logistics and Property Management	Housekeeping/Custodial Worker	122	C	\$20.9	\$20.2	-3%	-6%	2%	-1%	\$21.5	\$20.5
Logistics and Property Management	Welder	8	H	\$39.9	\$31.9	-3%	-22%			\$41.1	
Nursing Services	Nursing Manager	9	N	\$58.2	\$57.6	-32%	-32%	-1%	-3%	\$85.1	\$59.1
Nursing Services	Registered Nurse	232	K	\$47.2	\$42.5	-13%	-21%	-5%	-14%	\$54.1	\$49.5
Nursing Services	Executive Director, Nursing Board	1		\$91.4	\$104.4	-12%	0%			\$104.4	
Nursing Services	Licensed Practical Nurse	193	I	\$36.7	\$35.3	-1%	-5%	5%	1%	\$37.1	\$35.2
Nursing Services	Patient Care Assistant	323	E	\$25.2	\$24.0	5%	-1%	15%	10%	\$24.1	\$21.8
Nursing Services	Health Care Management Nurse	145	N	\$45.3	\$57.6			-1%	25%		\$46.0
Oil, Gas, Transportation and Utility Regulation	Oil and Gas Field Inspector	10	J	\$39.9	\$38.8			-3%	-6%		\$41.2
Oil, Gas, Transportation and Utility Regulation	Motor Carrier Enforcement Ofcr	29	K	\$43.7	\$42.5			4%	1%		\$42.2
Power Generation	General Manager, Grand River Dam Authority	1		\$225.0	\$266.0	-15%	0%			\$266.0	
Power Generation	Power Plant Maintenance Tech	50	M	\$57.1	\$51.8	-14%	-22%			\$66.6	
Professional Engineering and Land Surveyors	Engineering Manager	77	P	\$76.2	\$72.8	-31%	-34%	-30%	-33%	\$110.1	\$109.3
Professional Engineering and Land Surveyors	Professional Engineer	30	N	\$63.6	\$57.6	-28%	-35%	8%	-3%	\$88.6	\$59.2
Professional Engineering and Land Surveyors	Engineer Intern	12	K	\$46.5	\$42.5	-27%	-33%	-6%	-14%	\$63.4	\$49.5
Professional Engineering and Land Surveyors	Division Engineer	7		\$109.8	n/a	-8%				\$118.7	
Professional Engineering and Land Surveyors	Professional Land Surveyor	12	N	\$61.5	\$57.6	13%	5%	0%	-6%	\$54.6	\$61.5
Professional Engineering and Land Surveyors	Executive Dir, Professional Engineers/Land Surveyors	1		\$75.4	\$107.6			-34%	-6%		\$114.8
Professional Engineering and Land Surveyors	Secretary to the Commissioners, Land Office	1		\$130.0	\$119.8			46%	35%		\$89.0

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P50	NCASG 7 States P50
Rehabilitation and Vocational Services	Vocational Rehabilitation Spec	32	K	\$33.4	\$42.5	-22%	0%	-21%	0%	\$42.6	\$42.3
Rehabilitation and Vocational Services	Disability Determination Specl	85	K	\$44.4	\$42.5			18%	13%		\$37.5
Revenue and Taxation	Taxpayer Services Representative	75	K	\$33.4	\$42.5	-16%	7%			\$39.5	
Revenue and Taxation	Revenue Compliance Examiner	25	G	\$23.9	\$29.0			-40%	-27%		\$39.9
Revenue and Taxation	Administrator, Tax Commission	1		\$123.1	\$144.4			14%	34%		\$108.0
Social Services	Social Services Specialist	1166	I	\$30.0	\$35.3	-27%	-14%	-6%	11%	\$41.3	\$31.9
Social Services	Case Manager	226	J	\$31.8	\$38.8	-16%	3%			\$37.7	
Social Services	Child Welfare Specialist	663	J	\$34.1	\$38.8	-13%	-1%	-14%	-2%	\$39.1	\$39.7
Social Services	Child Support Specialist	186	I	\$28.6	\$35.3	-13%	8%	-15%	5%	\$32.7	\$33.7
Social Services	Child Care Licensing Specl	76	I	\$29.8	\$35.3			-36%	-24%		\$46.3
Social Services	Social Services Inspector	59	K	\$35.5	\$42.5			-7%	12%		\$38.0
Transportation and Highway Construction and Maintenance	Transportation Manager	54	M	\$57.7	\$51.8	-7%	-16%			\$61.9	
Transportation and Highway Construction and Maintenance	Transportation Equipment Opr	396	G	\$36.4	\$29.0	11%	-12%			\$32.8	
Transportation and Highway Construction and Maintenance	Director, Transportation Dept	1		\$139.0	\$156.1			-2%	10%		\$141.3
Travel, Tourism and Recreation	Wildlife Biologist	26		\$39.3	n/a	-16%		-3%		\$46.5	\$40.4
Travel, Tourism and Recreation	Park Ranger	24	H	\$30.9	\$31.9			-20%	-17%		\$38.6
Travel, Tourism and Recreation	Director, Tourism & Recreation Dept	1		\$86.3	\$126.5			-18%	20%		\$105.3
Travel, Tourism and Recreation	Park Manager	10	L	\$37.9	\$46.7			-17%	3%		\$45.4
Travel, Tourism and Recreation	Naturalist	10	J	\$29.8	\$38.8			-12%	15%		\$33.9
Unclassified-Legal	Attorney IV	14		\$69.3	n/a	-54%				\$149.3	
Unclassified-Legal	Attorney II	10		\$61.2	n/a	-46%		6%		\$114.3	\$57.9
Unclassified-Legal	Attorney I	12		\$51.7	n/a	-34%				\$77.9	
Veterans Services	Director, Veterans Affairs	1		\$125.0	\$144.4			19%	38%		\$105.0

# Market competitiveness

## Base salary by occupational group

25TH PERCENTILE (P25)

### Benchmark competitiveness at P25

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P25	NCASG 7 States P25
Agricultural Services and Inspections	Commissioner, Agriculture Dept	1		\$87.0	\$126.5			-15%	23%		\$102.5
Agricultural Services and Inspections	Agriculture Field Inspector	41	J	\$35.5	\$38.8			-5%	4%		\$37.2
Corrections & Custody	Correctional Security Manager	218	K	\$36.6	\$42.5	-7%	8%	-2%	13%	\$39.4	\$37.4
Corrections & Custody	Probation and Parole Officer	9	K	\$35.0	\$42.5	5%	27%	-1%	20%	\$33.4	\$35.4
Corrections & Custody	Correctional Security Officer	456	H	\$28.8	\$31.9	7%	18%	-1%	9%	\$27.0	\$29.2
Corrections & Custody	Director, Corrections Dept	1		\$132.3	\$156.1			8%	27%		\$122.5
Employment Services	Compliance Enforcement Officer	30	L	\$42.7	\$46.7	36%	49%			\$31.3	
Employment Services	Executive Director, Employment Security Commission	1		\$93.2	\$126.5			1%	37%		\$92.3
Employment Services	Workforce Services Specialist	168	I	\$32.0	\$35.3			4%	15%		\$30.8
Financial Management	Auditor	65	J	\$34.6	\$38.8	-41%	-34%	-17%	-7%	\$58.5	\$41.6
Financial Management	Business Manager	21	L	\$45.2	\$46.7	-30%	-27%			\$64.4	n/a
Financial Management	Financial Manager/Comptroller	15	O	\$59.8	\$64.5	-27%	-21%	-22%	-16%	\$81.8	\$76.7
Financial Management	Accountant	91	J	\$39.5	\$38.8	-19%	-20%	-2%	-3%	\$48.7	\$40.1
Financial Management	Accounting Technician	49	G	\$27.7	\$29.0	-11%	-7%	0%	5%	\$31.1	\$27.5
Financial Management	Director, Accountancy Board	1		\$133.9	\$141.9	-4%	2%	12%	19%	\$139.4	\$119.1
Financial Management	Certified Public Accountant	38		\$65.2	n/a	6%				\$61.6	
Financial Management	Commissioner, Banking Dept	1		\$151.9	\$132.1	10%	-5%	44%	26%	\$138.5	\$105.2
Financial Management	Revenue Administrator II	13		\$57.9	n/a	128%				\$25.4	

# Market competitiveness

## Base salary by occupational group

25TH PERCENTILE (P25)

### Benchmark competitiveness at P25 cont'd

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P25	NCASG 7 States P25
General Administrative	Public Information Officer	11	J	\$39.4	\$38.8	-38%	-39%			\$63.3	
General Administrative	Administrative Programs Officer	227	J	\$36.8	\$38.8	-34%	-30%			\$55.9	
General Administrative	Legal Secretary	10	H	\$30.8	\$31.9	-29%	-26%			\$43.2	
General Administrative	Public Information Manager	10	M	\$49.1	\$51.8	-27%	-23%			\$67.0	
General Administrative	Administrative Technician III	895	F	\$25.5	\$26.4	-20%	-17%			\$31.8	
General Administrative	Administrative Assistant	511	I	\$33.1	\$35.3	-19%	-13%			\$40.6	
General Administrative	Secretary	53	H	\$29.4	\$31.9	-16%	-9%	11%	20%	\$35.2	\$26.5
General Administrative	Administrative Technician II	116	E	\$24.3	\$24.0	-16%	-17%			\$28.9	
General Administrative	Customer Service Representative	76	E	\$23.9	\$24.0	-3%	-3%			\$24.7	
General Administrative	Librarian	6	L	\$41.6	\$46.7	-2%	10%	16%	30%	\$42.3	\$36.0
General Administrative	Graphic Artist	12	I	\$34.6	\$35.3	-1%	1%	13%	15%	\$35.1	\$30.6
General Administrative	Customer Assistance Representative	51	G	\$28.6	\$29.0	6%	8%			\$26.9	
General Administrative	Library Technician	14	F	\$26.5	\$26.4	8%	7%	2%	1%	\$24.6	\$26.1
General Administrative	Executive Director, Arts Council	1		\$63.7	\$95.0			-37%	-5%		\$100.5
General Administrative	Director, OMES	1		\$108.0	\$190.9			-7%	64%		\$116.5
General Administrative	Secretary of State	1		\$90.0	\$126.5			-2%	38%		\$91.4
General Administrative	Director, Commerce Dept	1		\$112.5	\$119.8			-1%	6%		\$113.1
General Administrative	Administrative Hearing Officer	13	M	\$51.7	\$51.8			21%	22%		\$42.7
General Administrative	Director, Libraries Dept	1		\$85.9	\$95.0			21%	34%		\$70.7
General Safety, Security Inspections and Investigations	Safety Consultant	16	J	\$39.7	\$38.8	-48%	-49%			\$76.1	
General Safety, Security Inspections and Investigations	Fire Prevention & Security Ofc	39	E	\$24.3	\$24.0			5%	4%		\$23.2

# Market competitiveness

## Base salary by occupational group

25TH PERCENTILE (P25)

### Benchmark competitiveness at P25 cont'd

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P25	NCASG 7 States P25
General Sciences and Environmental Services	Environmental Programs Specl	38	J	\$40.9	\$38.8	-29%	-33%	8%	3%	\$57.7	\$37.8
General Sciences and Environmental Services	Environmental Programs Manager	33	O	\$63.0	\$64.5	-21%	-19%			\$79.3	
General Sciences and Environmental Services	Environ/Chemical Lab Scientist	13	K	\$41.1	\$42.5	0%	3%			\$41.1	
General Sciences and Environmental Services	Director, Wildlife Conservation Commission	1		\$122.0	\$119.8			9%	7%		\$111.8
General Sciences and Environmental Services	Executive Director, Environmental Quality Dept	1		\$123.0	\$126.5			17%	20%		\$105.0
Health Care Services and Administration	Executive Secretary, Pharmacy Board	1		\$109.1	\$161.0	-29%	5%			\$153.7	
Health Care Services and Administration	Pharmacist II	9		\$82.2	n/a	-17%		-12%		\$98.9	\$93.8
Health Care Services and Administration	Therapeutic/Medical Aide	23	E	\$28.5	\$24.0	-1%	-16%			\$28.7	
Health Care Services and Administration	Pharmacy Technician	19	F	\$25.7	\$26.4	4%	7%	8%	11%	\$24.7	\$23.8
Health Care Services and Administration	Speech-Language Pathologist	25	L	\$58.4	\$46.7	5%	-16%	10%	-12%	\$55.5	\$53.2
Health Care Services and Administration	Recreation Therapist	11	I	\$33.2	\$35.3	7%	14%	5%	12%	\$31.1	\$31.7
Health Care Services and Administration	Chief Medical Examiner, Medical Examiners Office	1		\$225.0	\$256.2	8%	23%			\$209.1	
Health Care Services and Administration	Psychological Clinician	42	M	\$43.9	\$51.8	12%	32%			\$39.2	
Health Care Services and Administration	Dental Care Assistant	24	G	\$29.2	\$29.0	16%	15%	12%	12%	\$25.3	\$26.0
Health Care Services and Administration	Child Development Specialist	11	K	\$42.7	\$42.5	33%	32%			\$32.2	
Health Care Services and Administration	Executive Secretary, Speech Pathology & Audiology	1		\$51.4	\$63.5			-3%	19%		\$53.2
Health Care Services and Administration	Commissioner, Mental Health Dept	1		\$133.5	\$144.4			37%	48%		\$97.4
Health Care Services and Administration	Commissioner of Health	1		\$194.2	\$170.0			53%	34%		\$126.9
Historical Preservation	Historical Facility Manager	5	J	\$32.1	\$38.8			-22%	-5%		\$41.1
Human Resources Management and Development	Human Resources Programs Manager	19	N	\$54.9	\$57.6	-34%	-30%	-16%	-12%	\$82.7	\$65.7
Human Resources Management and Development	Human Resources Management Specialist IV	66	K	\$41.7	\$42.5	-24%	-23%	6%	8%	\$55.1	\$39.2
Human Resources Management and Development	Human Resources Management Specialist III	52	J	\$37.0	\$38.8	-20%	-16%			\$46.5	
Human Resources Management and Development	Training Specialist	23	J	\$36.5	\$38.8	-12%	-6%	-10%	-5%	\$41.3	\$40.8
Human Resources Management and Development	Human Resources Assistant	22	G	\$28.1	\$29.0	-8%	-5%	-1%	2%	\$30.6	\$28.4

# Market competitiveness

## Base salary by occupational group

25TH PERCENTILE (P25)

### Benchmark competitiveness at P25 cont'd

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P25	NCASG 7 States P25
Information Technology	Information System Application Specialist II	20	K	\$43.1	\$42.5	-23%	-24%	3%	2%	\$55.8	\$41.7
Information Technology	Info System Operating System Specialist	15	M	\$51.9	\$51.8	-19%	-20%	-1%	-1%	\$64.4	\$52.3
Information Technology	Information System Application Specialist IV	39	M	\$54.6	\$51.8	-18%	-22%	-16%	-20%	\$66.5	\$65.1
Information Technology	Project Manager	58		\$67.0	n/a	-17%				\$81.0	
Information Technology	HelpDesk Technician	18		\$39.1	n/a	10%				\$35.6	
Institutional and Nutritional Services and Admin	Chaplain	16	J	\$31.8	\$38.8	-20%	-3%	-17%	1%	\$39.9	\$38.5
Institutional and Nutritional Services and Admin	Occupational Therapist	11		\$53.5	n/a	-7%		-6%		\$57.8	\$57.2
Institutional and Nutritional Services and Admin	Linen and Clothing Specialist	19	D	\$21.6	\$21.8	2%	3%			\$21.2	
Institutional and Nutritional Services and Admin	Food Service Specialist	110	E	\$21.3	\$24.0	3%	15%	1%	13%	\$20.8	\$21.2
Institutional and Nutritional Services and Admin	Consumer Recovery Specialist	31		\$20.8	n/a	6%				\$19.6	
Institutional and Nutritional Services and Admin	Food Service Manager	21	I	\$37.4	\$35.3	21%	14%	2%	-3%	\$31.0	\$36.6
Institutional and Nutritional Services and Admin	Youth Guidance Specialist	43	F	\$25.8	\$26.4			-17%	-16%		\$31.2
Insurance and Benefits Administration	Member Services Representative	3	J	\$39.6	\$38.8	35%	32%			\$29.4	
Insurance and Benefits Administration	Member Services Representative	8	I	\$40.1	\$35.3	37%	20%			\$29.4	
Insurance and Benefits Administration	Executive Director, Public Employee's Retirement System	1		\$116.5	\$119.8			-33%	-32%		\$175.0
Insurance and Benefits Administration	Pres & CEO, CompSource Okla	1		\$116.5	\$119.8			20%	23%		\$97.5
Law Enforcement	Police Officer	16	F	\$23.1	\$26.4	-32%	-23%			\$34.1	
Law Enforcement	Law Enf Communications Spec	16	G	\$29.9	\$29.0	14%	11%			\$26.3	
Law Enforcement	Criminalist	41		\$62.3	n/a	88%		31%		\$33.0	\$47.5
Law Enforcement	Law Enf Highway Patrol Officer III	602		\$55.4	n/a			-10%			\$61.5
Law Enforcement	Law Enf Highway Patrol Manager	32		\$69.7	n/a			2%			\$68.5
Law Enforcement	Commissioner, Public Safety Dept	1		\$111.1	\$156.1			2%	44%		\$108.6
Law Enforcement	Warden	18		\$68.3	n/a			4%			\$65.6
Law Enforcement	Driver's License Examiner	108	G	\$34.0	\$29.0			17%	0%		\$29.1
Law Enforcement	Communications Officer	11		\$47.9	n/a			50%			\$31.8

# Market competitiveness

## Base salary by occupational group

25TH PERCENTILE (P25)

### Benchmark competitiveness at P25 cont'd

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P25	NCASG 7 States P25
Logistics and Property Management	Materiel Management Officer	17	I	\$35.8	\$35.3	-26%	-27%			\$48.7	
Logistics and Property Management	Contracting & Acquisitions Agent	19	I	\$36.5	\$35.3	-18%	-20%			\$44.4	
Logistics and Property Management	Fleet Specialist	56	H	\$35.7	\$31.9	-15%	-24%	7%	-5%	\$42.1	\$33.5
Logistics and Property Management	Construction/Maintenance Technician	92	G	\$28.0	\$29.0	-12%	-9%	-3%	1%	\$32.0	\$28.8
Logistics and Property Management	Equipment Operator	17	F	\$28.5	\$26.4	-12%	-19%			\$32.4	
Logistics and Property Management	Construction/Maintenance Administrator	32	L	\$44.2	\$46.7	-6%	0%			\$46.9	
Logistics and Property Management	Materiel Management Specialist	39	E	\$25.4	\$24.0	-2%	-8%			\$25.9	
Logistics and Property Management	Housekeeping/Custodial Worker	122	C	\$20.9	\$20.2	5%	2%	4%	0%	\$19.8	\$20.1
Logistics and Property Management	Welder	8	H	\$39.9	\$31.9	17%	-6%			\$34.0	
Nursing Services	Nursing Manager	9	N	\$58.2	\$57.6	-17%	-18%	0%	-1%	\$69.9	\$57.9
Nursing Services	Registered Nurse	232	K	\$47.2	\$42.5	-4%	-14%	1%	-9%	\$49.4	\$46.6
Nursing Services	Licensed Practical Nurse	193	I	\$36.7	\$35.3	8%	4%	11%	7%	\$34.0	\$33.0
Nursing Services	Patient Care Assistant	323	E	\$25.2	\$24.0	16%	10%	20%	14%	\$21.8	\$21.0
Nursing Services	Health Care Management Nurse	145	N	\$45.3	\$57.6			0%	26%		\$45.5
Oil, Gas, Transportation and Utility Regulation	Oil and Gas Field Inspector	10	J	\$39.9	\$38.8			9%	6%		\$36.6
Professional Engineering and Land Surveyors	Engineering Manager	77	P	\$76.2	\$72.8	-22%	-26%	-18%	-21%	\$98.1	\$92.7
Professional Engineering and Land Surveyors	Engineer Intern	12	K	\$46.5	\$42.5	-15%	-22%	-5%	-14%	\$54.6	\$49.2
Professional Engineering and Land Surveyors	Professional Engineer	30	N	\$63.6	\$57.6	-12%	-21%	26%	14%	\$72.5	\$50.5
Professional Engineering and Land Surveyors	Division Engineer	7		\$109.8	n/a	-3%				\$113.3	
Professional Engineering and Land Surveyors	Professional Land Surveyor	12	N	\$61.5	\$57.6	69%	58%	13%	6%	\$36.4	\$54.5

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P25	NCASG 7 States P25
Rehabilitation and Vocational Services	Vocational Rehabilitation Spec	32	K	\$33.4	\$42.5	-2%	24%	-8%	17%	\$34.2	\$36.4
Rehabilitation and Vocational Services	Disability Determination Spec	85	K	\$44.4	\$42.5			23%	18%		\$36.0
Revenue and Taxation	Taxpayer Services Representative	75	K	\$33.4	\$42.5	8%	38%			\$30.8	
Revenue and Taxation	Revenue Compliance Examiner	25	G	\$23.9	\$29.0			-33%	-19%		\$35.7
Revenue and Taxation	Administrator, Tax Commission	1		\$123.1	\$144.4			14%	34%		\$107.8
Social Services	Social Services Specialist	1166	I	\$30.0	\$35.3	-7%	10%	-3%	14%	\$32.1	\$31.0
Social Services	Case Manager	226	J	\$31.8	\$38.8	0%	23%			\$31.7	
Social Services	Child Support Specialist	186	I	\$28.6	\$35.3	3%	27%	-9%	13%	\$27.7	\$31.3
Social Services	Child Welfare Specialist	663	J	\$34.1	\$38.8	5%	20%	-12%	0%	\$32.4	\$39.0
Social Services	Child Care Licensing Spec	76	I	\$29.8	\$35.3			-24%	-10%		\$39.3
Social Services	Social Services Inspector	59	K	\$35.5	\$42.5			-1%	19%		\$35.7
Travel, Tourism and Recreation	Wildlife Biologist	26		\$39.3	n/a	7%		8%		\$36.7	\$36.4
Travel, Tourism and Recreation	Park Ranger	24	H	\$30.9	\$31.9			-14%	-11%		\$35.9
Travel, Tourism and Recreation	Park Manager	10	L	\$37.9	\$46.7			-9%	13%		\$41.4
Travel, Tourism and Recreation	Naturalist	10	J	\$29.8	\$38.8			-5%	23%		\$31.6
Travel, Tourism and Recreation	Director, Tourism & Recreation Dept	1		\$86.3	\$126.5			-3%	42%		\$89.2
Unclassified-Legal	Attorney IV	14		\$69.3	n/a	-43%				\$122.5	
Unclassified-Legal	Attorney II	10		\$61.2	n/a	-37%		18%		\$97.2	\$52.0
Unclassified-Legal	Attorney I	12		\$51.7	n/a	-24%				\$67.7	
Veterans Services	Director, Veterans Affairs	1		\$125.0	\$144.4			20%	39%		\$103.9



# Market competitiveness

## Base salary by Grade level

MEDIAN (P50)

### Benchmark competitiveness at P50

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P50	NCASG 7 States P50
Professional Engineering and Land Surveyors	Engineering Manager	77	P	\$76.2	\$72.8	-31%	-34%	-30%	-33%	\$110.1	\$109.3
Financial Management	Financial Manager/Comptroller	15	O	\$59.8	\$64.5	-43%	-39%	-26%	-20%	\$105.4	\$80.5
General Sciences and Environmental Services	Environmental Programs Manager	33	O	\$63.0	\$64.5	-26%	-25%			\$85.6	
Human Resources Management and Development	Human Resources Programs Manager	19	N	\$54.9	\$57.6	-38%	-35%	-20%	-16%	\$88.4	\$68.6
Nursing Services	Nursing Manager	9	N	\$58.2	\$57.6	-32%	-32%	-1%	-3%	\$85.1	\$59.1
Professional Engineering and Land Surveyors	Professional Engineer	30	N	\$63.6	\$57.6	-28%	-35%	8%	-3%	\$88.6	\$59.2
Professional Engineering and Land Surveyors	Professional Land Surveyor	12	N	\$61.5	\$57.6	13%	5%	0%	-6%	\$54.6	\$61.5
Nursing Services	Health Care Management Nurse	145	N	\$45.3	\$57.6			-1%	25%		\$46.0
General Administrative	Public Information Manager	10	M	\$49.1	\$51.8	-35%	-32%			\$75.7	
Information Technology	Information System Application Specialist IV	39	M	\$54.6	\$51.8	-31%	-35%	-21%	-25%	\$79.2	\$68.7
Information Technology	Info System Operating System Specialist	15	M	\$51.9	\$51.8	-29%	-29%	-9%	-9%	\$73.3	\$57.1
Power Generation	Power Plant Maintenance Tech	50	M	\$57.1	\$51.8	-14%	-22%			\$66.6	
Health Care Services and Administration	Psychological Clinician	42	M	\$43.9	\$51.8	-10%	6%			\$48.9	
Transportation and Highway Construction and Maintenance	Transportation Manager	54	M	\$57.7	\$51.8	-7%	-16%			\$61.9	
General Administrative	Administrative Hearing Officer	13	M	\$51.7	\$51.8			9%	9%		\$47.6
Financial Management	Business Manager	21	L	\$45.2	\$46.7	-31%	-29%	-29%	-27%	\$65.4	\$63.8
Logistics and Property Management	Construction/Maintenance Administrator	32	L	\$44.2	\$46.7	-23%	-18%			\$57.2	
General Administrative	Librarian	6	L	\$41.6	\$46.7	-14%	-4%	3%	16%	\$48.7	\$40.4
Health Care Services and Administration	Speech-Language Pathologist	25	L	\$58.4	\$46.7	-6%	-25%	2%	-18%	\$62.3	\$57.3
Employment Services	Compliance Enforcement Officer	30	L	\$42.7	\$46.7	4%	14%			\$41.1	
Travel, Tourism and Recreation	Park Manager	10	L	\$37.9	\$46.7			-17%	3%		\$45.4

# Market competitiveness

## Base salary by Grade level

MEDIAN (P50)

### Benchmark competitiveness at P50 cont'd

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P50	NCASG 7 States P50
Information Technology	Information System Services Coordinator	28	K	\$33.7	\$42.5	-53%	-41%			\$71.9	
Information Technology	Information System Application Specialist II	20	K	\$43.1	\$42.5	-36%	-37%	-7%	-8%	\$67.0	\$46.2
General Sciences and Environmental Services	Environ/Chemical Lab Scientist	13	K	\$41.1	\$42.5	-32%	-29%			\$60.1	
Human Resources Management and Development	Human Resources Management Specialist IV	66	K	\$41.7	\$42.5	-31%	-29%	2%	3%	\$60.2	\$41.0
Professional Engineering and Land Surveyors	Engineer Intern	12	K	\$46.5	\$42.5	-27%	-33%	-6%	-14%	\$63.4	\$49.5
Rehabilitation and Vocational Services	Vocational Rehabilitation Spec	32	K	\$33.4	\$42.5	-22%	0%	-21%	0%	\$42.6	\$42.3
Corrections & Custody	Correctional Security Manager	218	K	\$36.6	\$42.5	-21%	-8%	-6%	9%	\$46.0	\$38.9
Revenue and Taxation	Taxpayer Services Representative	75	K	\$33.4	\$42.5	-16%	7%			\$39.5	
Nursing Services	Registered Nurse	232	K	\$47.2	\$42.5	-13%	-21%	-5%	-14%	\$54.1	\$49.5
Corrections & Custody	Probation and Parole Officer	9	K	\$35.0	\$42.5	-8%	11%	-4%	16%	\$38.1	\$36.5
Health Care Services and Administration	Child Development Specialist	11	K	\$42.7	\$42.5	-2%	-3%			\$43.7	
Social Services	Social Services Inspector	59	K	\$35.5	\$42.5			-7%	12%		\$38.0
Oil, Gas, Transportation and Utility Regulation	Motor Carrier Enforcement Ofcr	29	K	\$43.7	\$42.5			4%	1%		\$42.2
Rehabilitation and Vocational Services	Disability Determination Specl	85	K	\$44.4	\$42.5			18%	13%		\$37.5
Financial Management	Auditor	65	J	\$34.6	\$38.8	-46%	-39%	-27%	-18%	\$63.5	\$47.4
General Safety, Security Inspections and Investigations	Safety Consultant	16	J	\$39.7	\$38.8	-45%	-46%			\$72.1	
General Administrative	Administrative Programs Officer	227	J	\$36.8	\$38.8	-43%	-40%			\$65.1	
General Administrative	Public Information Officer	11	J	\$39.4	\$38.8	-42%	-42%			\$67.5	
General Sciences and Environmental Services	Environmental Programs Specl	38	J	\$40.9	\$38.8	-38%	-41%	-13%	-17%	\$65.7	\$46.9
Human Resources Management and Development	Training Specialist	23	J	\$36.5	\$38.8	-35%	-31%	-11%	-6%	\$55.9	\$41.2
Institutional and Nutritional Services and Administration	Chaplain	16	J	\$31.8	\$38.8	-30%	-15%	-28%	-12%	\$45.6	\$44.0
Financial Management	Accountant	91	J	\$39.5	\$38.8	-25%	-27%	-4%	-5%	\$52.9	\$41.1
Human Resources Management and Development	Human Resources Management Specialist III	52	J	\$37.0	\$38.8	-25%	-21%			\$49.3	
Social Services	Case Manager	226	J	\$31.8	\$38.8	-16%	3%			\$37.7	
Social Services	Child Welfare Specialist	663	J	\$34.1	\$38.8	-13%	-1%	-14%	-2%	\$39.1	\$39.7
Insurance and Benefits Administration	Member Services Representative	3	J	\$39.6	\$38.8	25%	23%			\$31.6	
Historical Preservation	Historical Facility Manager	5	J	\$32.1	\$38.8			-25%	-9%		\$42.9
Travel, Tourism and Recreation	Naturalist	10	J	\$29.8	\$38.8			-12%	15%		\$33.9
Agricultural Services and Inspections	Agriculture Field Inspector	41	J	\$35.5	\$38.8			-10%	-1%		\$39.3
Oil, Gas, Transportation and Utility Regulation	Oil and Gas Field Inspector	10	J	\$39.9	\$38.8			-3%	-6%		\$41.2

# Market competitiveness

## Base salary by Grade level

MEDIAN (P50)

### Benchmark competitiveness at P50 cont'd

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P50	NCASG 7 States P50
Logistics and Property Management	Materiel Management Officer	17	I	\$35.8	\$35.3	-46%	-47%			\$66.1	
Social Services	Social Services Specialist	1166	I	\$30.0	\$35.3	-27%	-14%	-6%	11%	\$41.3	\$31.9
Logistics and Property Management	Contracting & Acquisitions Agent	19	I	\$36.5	\$35.3	-27%	-29%			\$49.7	
General Administrative	Graphic Artist	12	I	\$34.6	\$35.3	-17%	-15%	4%	6%	\$41.7	\$33.2
Social Services	Child Support Specialist	186	I	\$28.6	\$35.3	-13%	8%	-15%	5%	\$32.7	\$33.7
General Administrative	Administrative Assistant	511	I	\$33.1	\$35.3	-12%	-6%			\$37.5	
Health Care Services and Administration	Recreation Therapist	11	I	\$33.2	\$35.3	-12%	-6%	-3%	3%	\$37.7	\$34.4
Institutional and Nutritional Services and Administration	Food Service Manager	21	I	\$37.4	\$35.3	-6%	-12%	-17%	-22%	\$39.9	\$45.2
Nursing Services	Licensed Practical Nurse	193	I	\$36.7	\$35.3	-1%	-5%	5%	1%	\$37.1	\$35.2
Insurance and Benefits Administration	Member Services Representative	8	I	\$40.1	\$35.3	27%	12%			\$31.6	
Social Services	Child Care Licensing Specl	76	I	\$29.8	\$35.3			-36%	-24%		\$46.3
Employment Services	Workforce Services Specialist	168	I	\$32.0	\$35.3			1%	12%		\$31.5
General Administrative	Legal Secretary	10	H	\$30.8	\$31.9	-36%	-34%			\$48.2	
General Administrative	Secretary	53	H	\$29.4	\$31.9	-25%	-19%	10%	19%	\$39.2	\$26.8
Logistics and Property Management	Fleet Specialist	56	H	\$35.7	\$31.9	-19%	-28%	3%	-8%	\$44.1	\$34.7
Financial Management	Insurance/Benefits Accounts Specialist	4	H	\$35.4	\$31.9	-15%	-23%			\$41.6	
Corrections & Custody	Correctional Security Officer	456	H	\$28.8	\$31.9	-7%	3%	-5%	5%	\$31.0	\$30.4
Logistics and Property Management	Welder	8	H	\$39.9	\$31.9	-3%	-22%			\$41.1	
Travel, Tourism and Recreation	Park Ranger	24	H	\$30.9	\$31.9			-20%	-17%		\$38.6
Corrections & Custody	Correctional Industries Mgr	16	H	\$32.0	\$31.9			-17%	-17%		\$38.4

# Market competitiveness

## Base salary by Grade level

MEDIAN (P50)

### Benchmark competitiveness at P50 cont'd

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P50	NCASG 7 States P50
Logistics and Property Management	Construction/Maintenance Technician	92	G	\$28.0	\$29.0	-20%	-18%	-5%	-1%	\$35.2	\$29.4
Financial Management	Accounting Technician	49	G	\$27.7	\$29.0	-16%	-12%	-11%	-7%	\$33.0	\$31.1
Human Resources Management and Development	Human Resources Assistant	22	G	\$28.1	\$29.0	-16%	-13%	-12%	-9%	\$33.3	\$32.0
General Administrative	Customer Assistance Representative	51	G	\$28.6	\$29.0	-4%	-3%			\$29.9	
Health Care Services and Administration	Dental Care Assistant	24	G	\$29.2	\$29.0	-2%	-2%	6%	6%	\$29.7	\$27.5
Law Enforcement	Law Enf Communications Specl	16	G	\$29.9	\$29.0	5%	2%			\$28.4	
Transportation and Highway Construction and Maintenance	Transportation Equipment Opr	396	G	\$36.4	\$29.0	11%	-12%			\$32.8	
Revenue and Taxation	Revenue Compliance Examiner	25	G	\$23.9	\$29.0			-40%	-27%		\$39.9
Law Enforcement	Driver's License Examiner	108	G	\$34.0	\$29.0			13%	-4%		\$30.2
Law Enforcement	Police Officer	16	F	\$23.1	\$26.4	-43%	-35%			\$40.6	
General Administrative	Administrative Technician III	895	F	\$25.5	\$26.4	-23%	-21%			\$33.3	
Logistics and Property Management	Equipment Operator	17	F	\$28.5	\$26.4	-20%	-26%			\$35.8	
General Administrative	Library Technician	14	F	\$26.5	\$26.4	-10%	-11%	1%	0%	\$29.6	\$26.3
Health Care Services and Administration	Pharmacy Technician	19	F	\$25.7	\$26.4	-9%	-7%	-7%	-5%	\$28.4	\$27.7
Institutional and Nutritional Services and Administration	Direct Care Specialist	359	F	\$24.5	\$26.4	-9%	-2%			\$26.8	
Institutional and Nutritional Services and Administration	Youth Guidance Specialist	43	F	\$25.8	\$26.4			-24%	-23%		\$34.0
General Administrative	Administrative Technician II	116	E	\$24.3	\$24.0	-17%	-18%			\$29.3	
General Safety, Security Inspections and Investigations	Fire Prevention & Security Ofc	39	E	\$24.3	\$24.0	-12%	-14%	-1%	-3%	\$27.7	\$24.6
Logistics and Property Management	Materiel Management Specialist	39	E	\$25.4	\$24.0	-11%	-16%			\$28.5	
General Administrative	Customer Service Representative	76	E	\$23.9	\$24.0	-10%	-10%			\$26.7	
Health Care Services and Administration	Therapeutic/Medical Aide	23	E	\$28.5	\$24.0	-8%	-23%			\$30.9	
Institutional and Nutritional Services and Administration	Food Service Specialist	110	E	\$21.3	\$24.0	-1%	11%	-2%	10%	\$21.5	\$21.8
Nursing Services	Patient Care Assistant	323	E	\$25.2	\$24.0	5%	-1%	15%	10%	\$24.1	\$21.8
Institutional and Nutritional Services and Administration	Linen and Clothing Specialist	19	D	\$21.6	\$21.8	4%	4%			\$20.9	
Logistics and Property Management	Housekeeping/Custodial Worker	122	C	\$20.9	\$20.2	-3%	-6%	2%	-1%	\$21.5	\$20.5

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P25	NCASG 7 States P25
Professional Engineering and Land Surveyors	Engineering Manager	77	P	\$76.2	\$72.8	-22%	-26%	-18%	-21%	\$98.1	\$92.7
Financial Management	Financial Manager/Comptroller	15	O	\$59.8	\$64.5	-27%	-21%	-22%	-16%	\$81.8	\$76.7
General Sciences and Environmental Services	Environmental Programs Manager	33	O	\$63.0	\$64.5	-21%	-19%			\$79.3	
Human Resources Management and Development	Human Resources Programs Manager	19	N	\$54.9	\$57.6	-34%	-30%	-16%	-12%	\$82.7	\$65.7
Nursing Services	Nursing Manager	9	N	\$58.2	\$57.6	-17%	-18%	0%	-1%	\$69.9	\$57.9
Professional Engineering and Land Surveyors	Professional Engineer	30	N	\$63.6	\$57.6	-12%	-21%	26%	14%	\$72.5	\$50.5
Professional Engineering and Land Surveyors	Professional Land Surveyor	12	N	\$61.5	\$57.6	69%	58%	13%	6%	\$36.4	\$54.5
Nursing Services	Health Care Management Nurse	145	N	\$45.3	\$57.6			0%	26%		\$45.5
General Administrative	Public Information Manager	10	M	\$49.1	\$51.8	-27%	-23%			\$67.0	
Information Technology	Info System Operating System Specialist	15	M	\$51.9	\$51.8	-19%	-20%	-1%	-1%	\$64.4	\$52.3
Information Technology	Information System Application Specialist IV	39	M	\$54.6	\$51.8	-18%	-22%	-16%	-20%	\$66.5	\$65.1
Health Care Services and Administration	Psychological Clinician	42	M	\$43.9	\$51.8	12%	32%			\$39.2	
General Administrative	Administrative Hearing Officer	13	M	\$51.7	\$51.8			21%	22%		\$42.7
Financial Management	Business Manager	21	L	\$45.2	\$46.7	-30%	-27%			\$64.4	n/a
Logistics and Property Management	Construction/Maintenance Administrator	32	L	\$44.2	\$46.7	-6%	0%			\$46.9	
General Administrative	Librarian	6	L	\$41.6	\$46.7	-2%	10%	16%	30%	\$42.3	\$36.0
Health Care Services and Administration	Speech-Language Pathologist	25	L	\$58.4	\$46.7	5%	-16%	10%	-12%	\$55.5	\$53.2
Employment Services	Compliance Enforcement Officer	30	L	\$42.7	\$46.7	36%	49%			\$31.3	
Travel, Tourism and Recreation	Park Manager	10	L	\$37.9	\$46.7			-9%	13%		\$41.4

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P25	NCASG 7 States P25
Human Resources Management and Development	Human Resources Management Specialist IV	66	K	\$41.7	\$42.5	-24%	-23%	6%	8%	\$55.1	\$39.2
Information Technology	Information System Application Specialist II	20	K	\$43.1	\$42.5	-23%	-24%	3%	2%	\$55.8	\$41.7
Professional Engineering and Land Surveyors	Engineer Intern	12	K	\$46.5	\$42.5	-15%	-22%	-5%	-14%	\$54.6	\$49.2
Corrections & Custody	Correctional Security Manager	218	K	\$36.6	\$42.5	-7%	8%	-2%	13%	\$39.4	\$37.4
Nursing Services	Registered Nurse	232	K	\$47.2	\$42.5	-4%	-14%	1%	-9%	\$49.4	\$46.6
Rehabilitation and Vocational Services	Vocational Rehabilitation Spec	32	K	\$33.4	\$42.5	-2%	24%	-8%	17%	\$34.2	\$36.4
General Sciences and Environmental Services	Environ/Chemical Lab Scientist	13	K	\$41.1	\$42.5	0%	3%			\$41.1	
Corrections & Custody	Probation and Parole Officer	9	K	\$35.0	\$42.5	5%	27%	-1%	20%	\$33.4	\$35.4
Revenue and Taxation	Taxpayer Services Representative	75	K	\$33.4	\$42.5	8%	38%			\$30.8	
Health Care Services and Administration	Child Development Specialist	11	K	\$42.7	\$42.5	33%	32%			\$32.2	
Social Services	Social Services Inspector	59	K	\$35.5	\$42.5			-1%	19%		\$35.7
Rehabilitation and Vocational Services	Disability Determination Spec	85	K	\$44.4	\$42.5			23%	18%		\$36.0
General Safety, Security Inspections and Investigations	Safety Consultant	16	J	\$39.7	\$38.8	-48%	-49%			\$76.1	
Financial Management	Auditor	65	J	\$34.6	\$38.8	-41%	-34%	-17%	-7%	\$58.5	\$41.6
General Administrative	Public Information Officer	11	J	\$39.4	\$38.8	-38%	-39%			\$63.3	
General Administrative	Administrative Programs Officer	227	J	\$36.8	\$38.8	-34%	-30%			\$55.9	
General Sciences and Environmental Services	Environmental Programs Spec	38	J	\$40.9	\$38.8	-29%	-33%	8%	3%	\$57.7	\$37.8
Human Resources Management and Development	Human Resources Management Specialist III	52	J	\$37.0	\$38.8	-20%	-16%			\$46.5	
Institutional and Nutritional Services and Administration	Chaplain	16	J	\$31.8	\$38.8	-20%	-3%	-17%	1%	\$39.9	\$38.5
Financial Management	Accountant	91	J	\$39.5	\$38.8	-19%	-20%	-2%	-3%	\$48.7	\$40.1
Human Resources Management and Development	Training Specialist	23	J	\$36.5	\$38.8	-12%	-6%	-10%	-5%	\$41.3	\$40.8
Social Services	Case Manager	226	J	\$31.8	\$38.8	0%	23%			\$31.7	
Social Services	Child Welfare Specialist	663	J	\$34.1	\$38.8	5%	20%	-12%	0%	\$32.4	\$39.0
Insurance and Benefits Administration	Member Services Representative	3	J	\$39.6	\$38.8	35%	32%			\$29.4	
Historical Preservation	Historical Facility Manager	5	J	\$32.1	\$38.8			-22%	-5%		\$41.1
Travel, Tourism and Recreation	Naturalist	10	J	\$29.8	\$38.8			-5%	23%		\$31.6
Agricultural Services and Inspections	Agriculture Field Inspector	41	J	\$35.5	\$38.8			-5%	4%		\$37.2
Oil, Gas, Transportation and Utility Regulation	Oil and Gas Field Inspector	10	J	\$39.9	\$38.8			9%	6%		\$36.6

# Market competitiveness

## Base salary by Grade level

25TH PERCENTILE (P25)

### Benchmark competitiveness at P25 cont'd

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P25	NCASG 7 States P25
Logistics and Property Management	Materiel Management Officer	17	I	\$35.8	\$35.3	-26%	-27%			\$48.7	
General Administrative	Administrative Assistant	511	I	\$33.1	\$35.3	-19%	-13%			\$40.6	
Logistics and Property Management	Contracting & Acquisitions Agent	19	I	\$36.5	\$35.3	-18%	-20%			\$44.4	
Social Services	Social Services Specialist	1166	I	\$30.0	\$35.3	-7%	10%	-3%	14%	\$32.1	\$31.0
General Administrative	Graphic Artist	12	I	\$34.6	\$35.3	-1%	1%	13%	15%	\$35.1	\$30.6
Social Services	Child Support Specialist	186	I	\$28.6	\$35.3	3%	27%	-9%	13%	\$27.7	\$31.3
Health Care Services and Administration	Recreation Therapist	11	I	\$33.2	\$35.3	7%	14%	5%	12%	\$31.1	\$31.7
Nursing Services	Licensed Practical Nurse	193	I	\$36.7	\$35.3	8%	4%	11%	7%	\$34.0	\$33.0
Institutional and Nutritional Services and Administration	Food Service Manager	21	I	\$37.4	\$35.3	21%	14%	2%	-3%	\$31.0	\$36.6
Insurance and Benefits Administration	Member Services Representative	8	I	\$40.1	\$35.3	37%	20%			\$29.4	
Social Services	Child Care Licensing Specl	76	I	\$29.8	\$35.3			-24%	-10%		\$39.3
Employment Services	Workforce Services Specialist	168	I	\$32.0	\$35.3			4%	15%		\$30.8
General Administrative	Legal Secretary	10	H	\$30.8	\$31.9	-29%	-26%			\$43.2	
General Administrative	Secretary	53	H	\$29.4	\$31.9	-16%	-9%	11%	20%	\$35.2	\$26.5
Logistics and Property Management	Fleet Specialist	56	H	\$35.7	\$31.9	-15%	-24%	7%	-5%	\$42.1	\$33.5
Corrections & Custody	Correctional Security Officer	456	H	\$28.8	\$31.9	7%	18%	-1%	9%	\$27.0	\$29.2
Logistics and Property Management	Welder	8	H	\$39.9	\$31.9	17%	-6%			\$34.0	
Travel, Tourism and Recreation	Park Ranger	24	H	\$30.9	\$31.9			-14%	-11%		\$35.9

# Market competitiveness

## Base salary by Grade level

25TH PERCENTILE (P25)

### Benchmark competitiveness at P25 cont'd

State of OK Occupational Group	Benchmark Position	S of OK # of EEs	Grade	State of OK Avg Pay	State of OK Current MP	Avg Pay % from In-State Market	MP % from In-State Market	Avg Pay % from NCASG Market	MP % from NCASG Market	In-State P25	NCASG 7 States P25
Logistics and Property Management	Construction/Maintenance Technician	92	G	\$28.0	\$29.0	-12%	-9%	-3%	1%	\$32.0	\$28.8
Financial Management	Accounting Technician	49	G	\$27.7	\$29.0	-11%	-7%	0%	5%	\$31.1	\$27.5
Human Resources Management and Development	Human Resources Assistant	22	G	\$28.1	\$29.0	-8%	-5%	-1%	2%	\$30.6	\$28.4
General Administrative	Customer Assistance Representative	51	G	\$28.6	\$29.0	6%	8%			\$26.9	
Law Enforcement	Law Enf Communications Specl	16	G	\$29.9	\$29.0	14%	11%			\$26.3	
Health Care Services and Administration	Dental Care Assistant	24	G	\$29.2	\$29.0	16%	15%	12%	12%	\$25.3	\$26.0
Revenue and Taxation	Revenue Compliance Examiner	25	G	\$23.9	\$29.0			-33%	-19%		\$35.7
Law Enforcement	Driver's License Examiner	108	G	\$34.0	\$29.0			17%	0%		\$29.1
Law Enforcement	Police Officer	16	F	\$23.1	\$26.4	-32%	-23%			\$34.1	
General Administrative	Administrative Technician III	895	F	\$25.5	\$26.4	-20%	-17%			\$31.8	
Logistics and Property Management	Equipment Operator	17	F	\$28.5	\$26.4	-12%	-19%			\$32.4	
Health Care Services and Administration	Pharmacy Technician	19	F	\$25.7	\$26.4	4%	7%	8%	11%	\$24.7	\$23.8
General Administrative	Library Technician	14	F	\$26.5	\$26.4	8%	7%	2%	1%	\$24.6	\$26.1
Institutional and Nutritional Services and Administration	Youth Guidance Specialist	43	F	\$25.8	\$26.4			-17%	-16%		\$31.2
General Administrative	Administrative Technician II	116	E	\$24.3	\$24.0	-16%	-17%			\$28.9	
General Administrative	Customer Service Representative	76	E	\$23.9	\$24.0	-3%	-3%			\$24.7	
Logistics and Property Management	Materiel Management Specialist	39	E	\$25.4	\$24.0	-2%	-8%			\$25.9	
Health Care Services and Administration	Therapeutic/Medical Aide	23	E	\$28.5	\$24.0	-1%	-16%			\$28.7	
Institutional and Nutritional Services and Administration	Food Service Specialist	110	E	\$21.3	\$24.0	3%	15%	1%	13%	\$20.8	\$21.2
Nursing Services	Patient Care Assistant	323	E	\$25.2	\$24.0	16%	10%	20%	14%	\$21.8	\$21.0
General Safety, Security Inspections and Investigations	Fire Prevention & Security Ofc	39	E	\$24.3	\$24.0			5%	4%		\$23.2
Institutional and Nutritional Services and Administration	Linen and Clothing Specialist	19	D	\$21.6	\$21.8	2%	3%			\$21.2	
Logistics and Property Management	Housekeeping/Custodial Worker	122	C	\$20.9	\$20.2	5%	2%	4%	0%	\$19.8	\$20.1

# Salary administration questionnaire results

**Additional data were collected from custom survey participants to analyze salary administration practices and market trends. The following is a summary of results as submitted by custom survey participants. Detailed results are provided in the appendix**

- 86% of the respondents use an overall structure/policy for salary administration
  - 50% of those use market data only to determine the salary levels
  - Another popular method is a point factor system in combination with market data, which accounts for 36% of the survey group
  - The width of salary ranges is 35% to 50% for the majority of respondents, with only 14% of the respondents using ranges wider than 50%
- 50% of the participants reported adjusting their salary structures every year
- The median structure increase for participating organizations was 2.9% in 2012 and 2.5% in 2013
- The median planned salary structure increase for 2014 is 3.0%, reflecting market movement similar to a national picture



04

Market competitiveness  
Benefits

# Market competitiveness

## Total benefits

- In order for compensation decisions to be taken based on the competitiveness of total compensation, Hay Group conducted additional analysis of the competitiveness of the benefits program offered by the State of Oklahoma
- This analysis is based on the benefits program information provided by Oklahoma for its current 2013 benefits program
- Hay Group used two comparator markets for the benefits analysis
  - Hay Group Market – Oklahoma organizations contained in our 2013 benefits database and gathered through the custom survey conducted in August of 2013
  - NCASG States Market – Select States from the NCASG survey, including Arkansas, Colorado, Kansas, Louisiana, Missouri, Nebraska, New Mexico, and Tennessee
- The following pages summarize the State's competitive position relative to both markets. Please refer to the appendix for a listing of the market comparator groups and a description of the benefits valuation methodology
- It is important to note that this analysis compares the value of benefits for someone hired today by the State to a new hire in the market. This ensures an apples to apples comparison, that does not consider the impact of grandfathered or frozen benefits



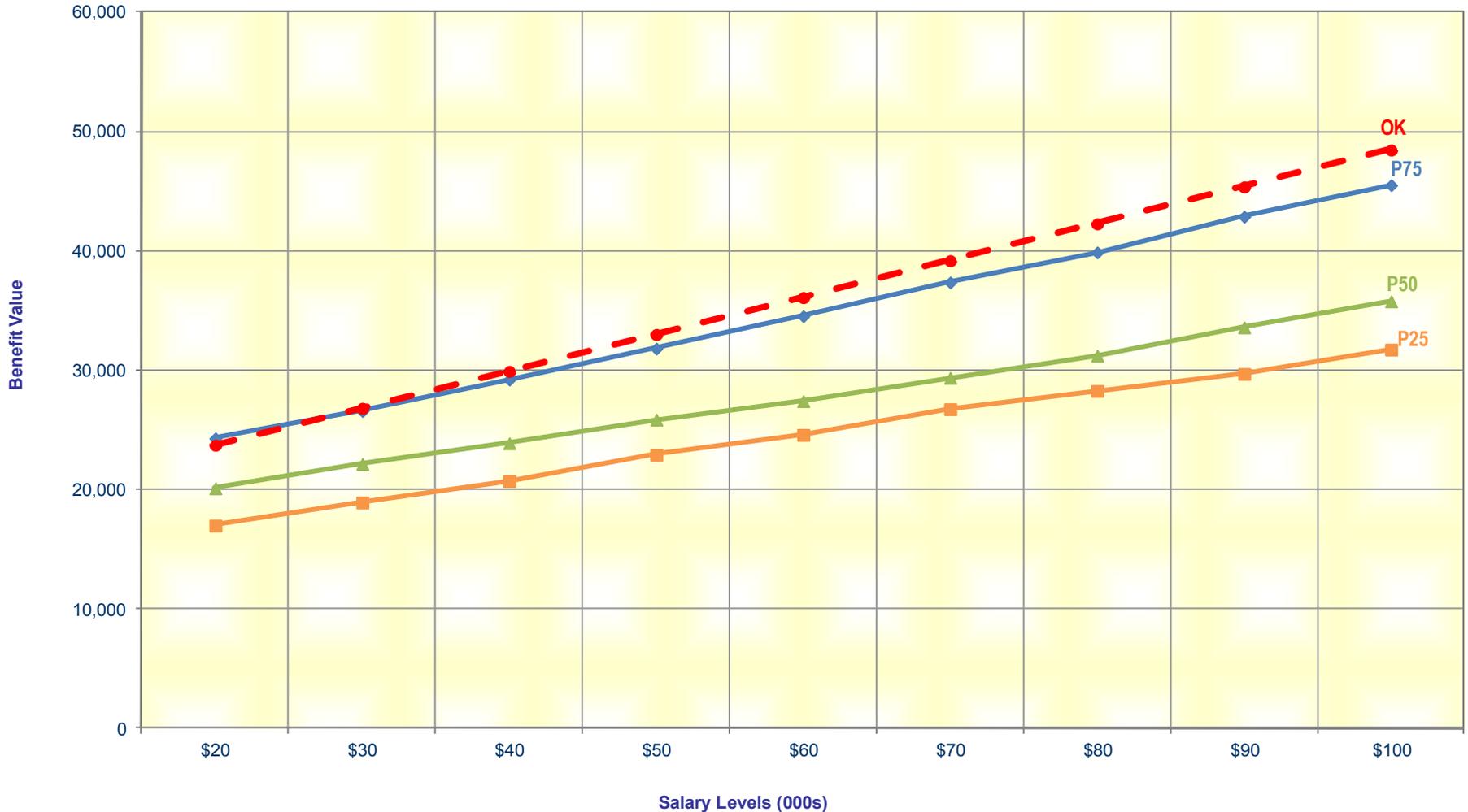






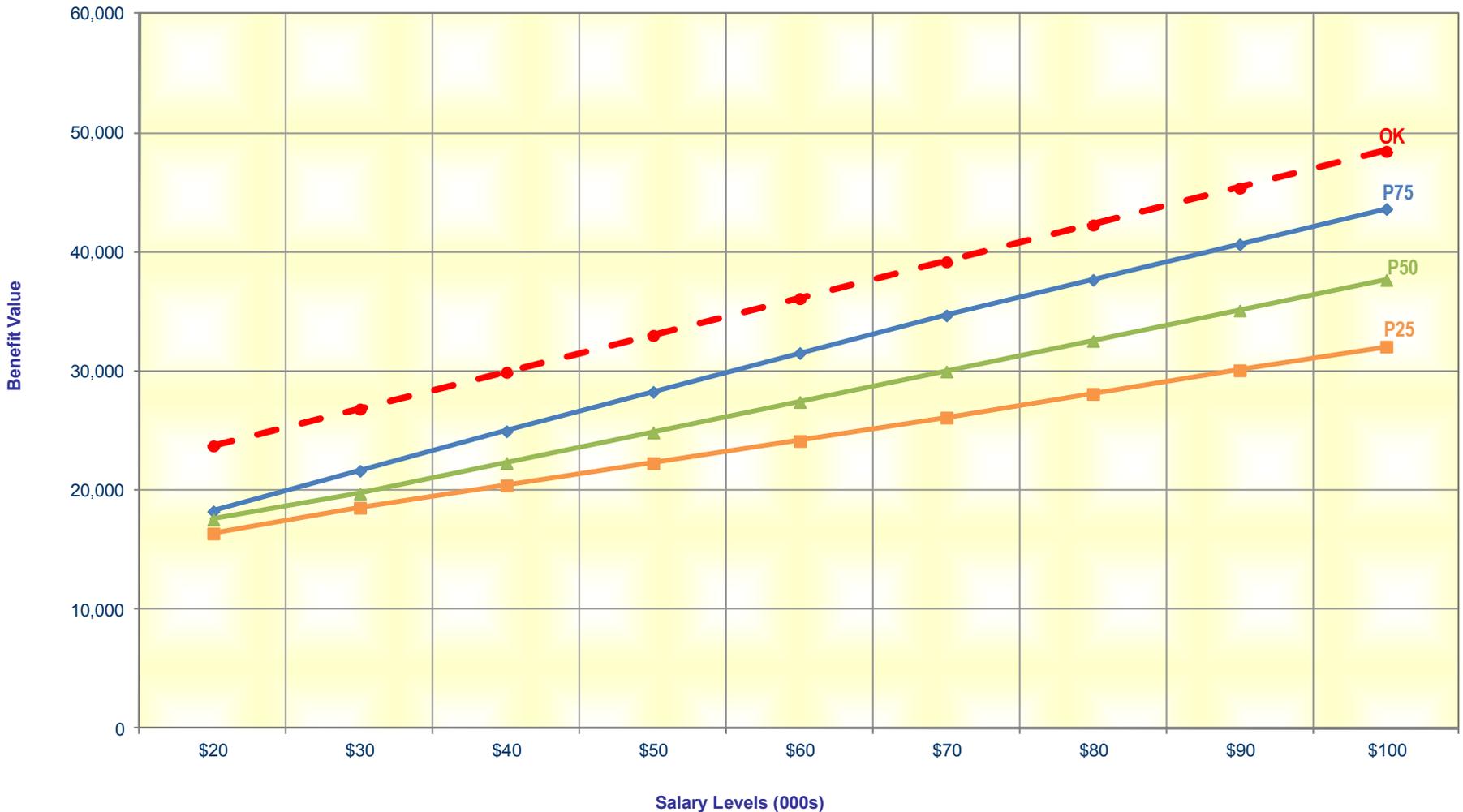
# Market competitiveness Total benefits

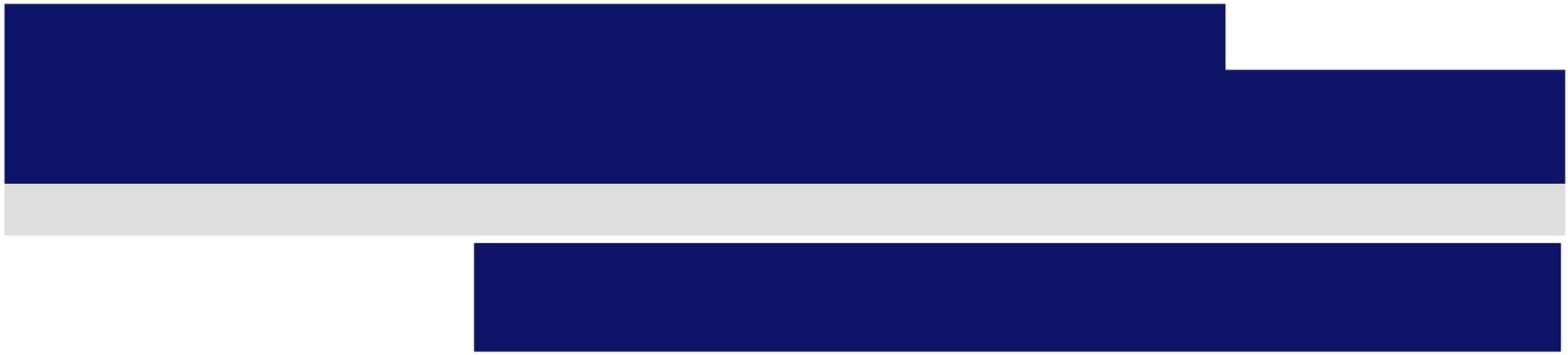
CLIENT Compared to Market  
**TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$100,000**  
 EMPLOYER PAID TOTAL BENEFITS VALUES w/ ALLOWANCES  
 Salary Levels \$50,000 - \$900,000  
**Hay Group Market**



# Market competitiveness Total benefits

**TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$100,000** **CLIENT Compared to Market** **EMPLOYER PAID TOTAL BENEFITS VALUES w/ ALLOWANCES** **NCASG Market**  
 Salary Levels \$50,000 - \$900,000





# Market competitiveness

## Total benefits

### STATE OF OKLAHOMA VS. NCASG MARKET

#### Key Findings

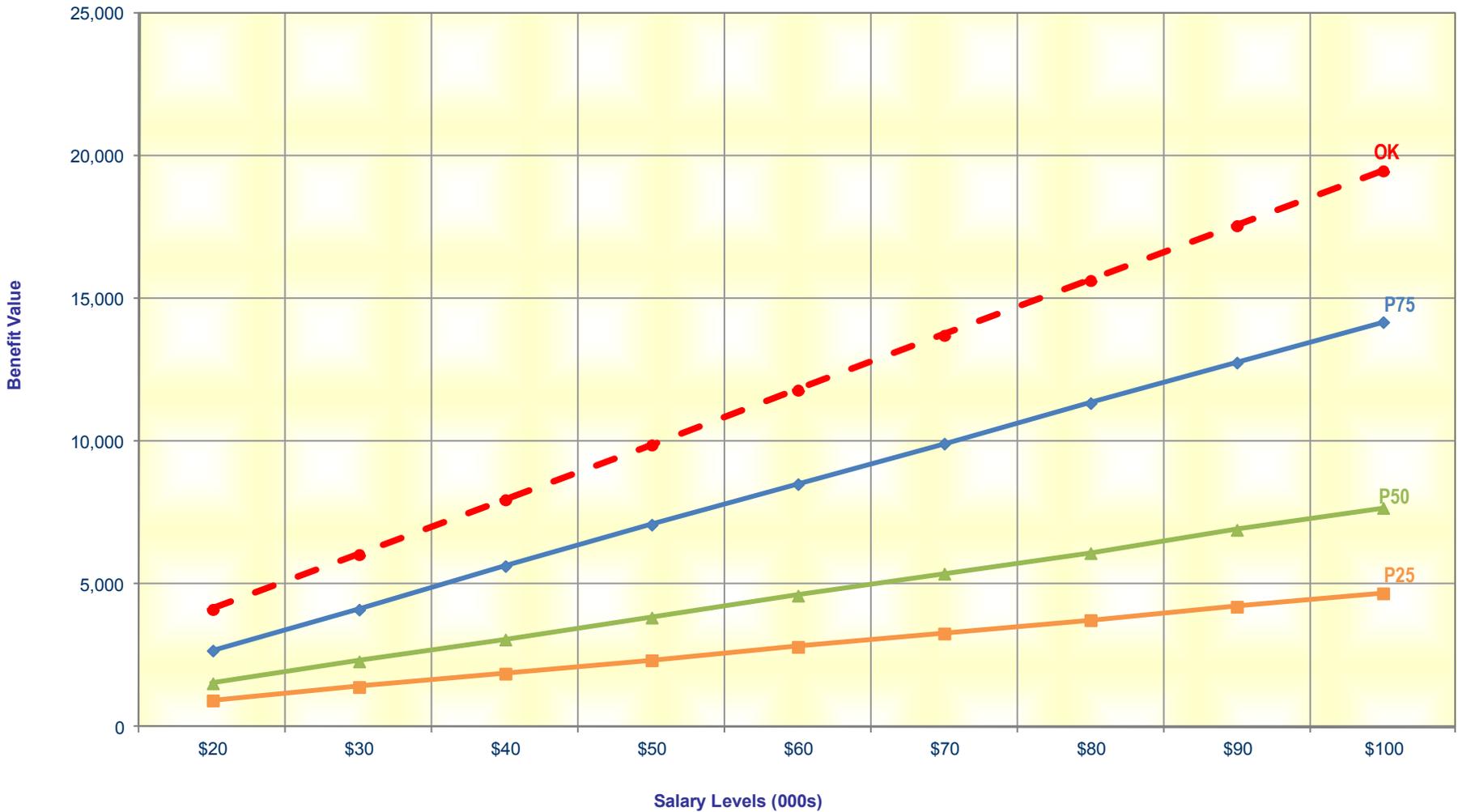
Total Benefits	> P75	Market position of health care and retirement weigh heavily in overall benefit program competitiveness
Retirement	P75	Low relative employee contributions to the retirement system combined with a higher pension benefit multiplier (2% vs. 1.7% in the market) puts the State above prevalent market practice among comparator States, where nearly 90% of the market continues to provide some type of DB plan
Health Care	> P75	Market position relative to other States is driven by the current high level of subsidy employees receive toward health care premiums for both single and family coverage. The current Benefit Allowance provides nearly 100% subsidy of the core benefits
Disability (Includes Sick Leave)	P75	The State provides sick leave, short term disability, long term disability, and disability retirement benefits, which together generates an above market program relative to other States. Sick leave is prevalent in the States; however, employer paid STD and LTD are not
Death	P25	The State's flat dollar benefit of \$20,000 is P25. Flat dollar benefits are prevalent; however, higher limits and salary based benefits are increasing in prevalence, with a median benefit which provides up to \$50,000 in coverage
Other	< P25	Limited offerings by Oklahoma is below the market median
Paid Leave	Above Market	The vacation schedule (annual leave) is slightly above typical State practice, with maximum annual accruals of 21 to 24 days compared with Oklahoma's 25 days

# Market competitiveness Retirement

CLIENT Compared to Market

RETIREMENT BENEFITS VALUES - Salary Levels \$20,000 - \$100,000

Hay Group Market

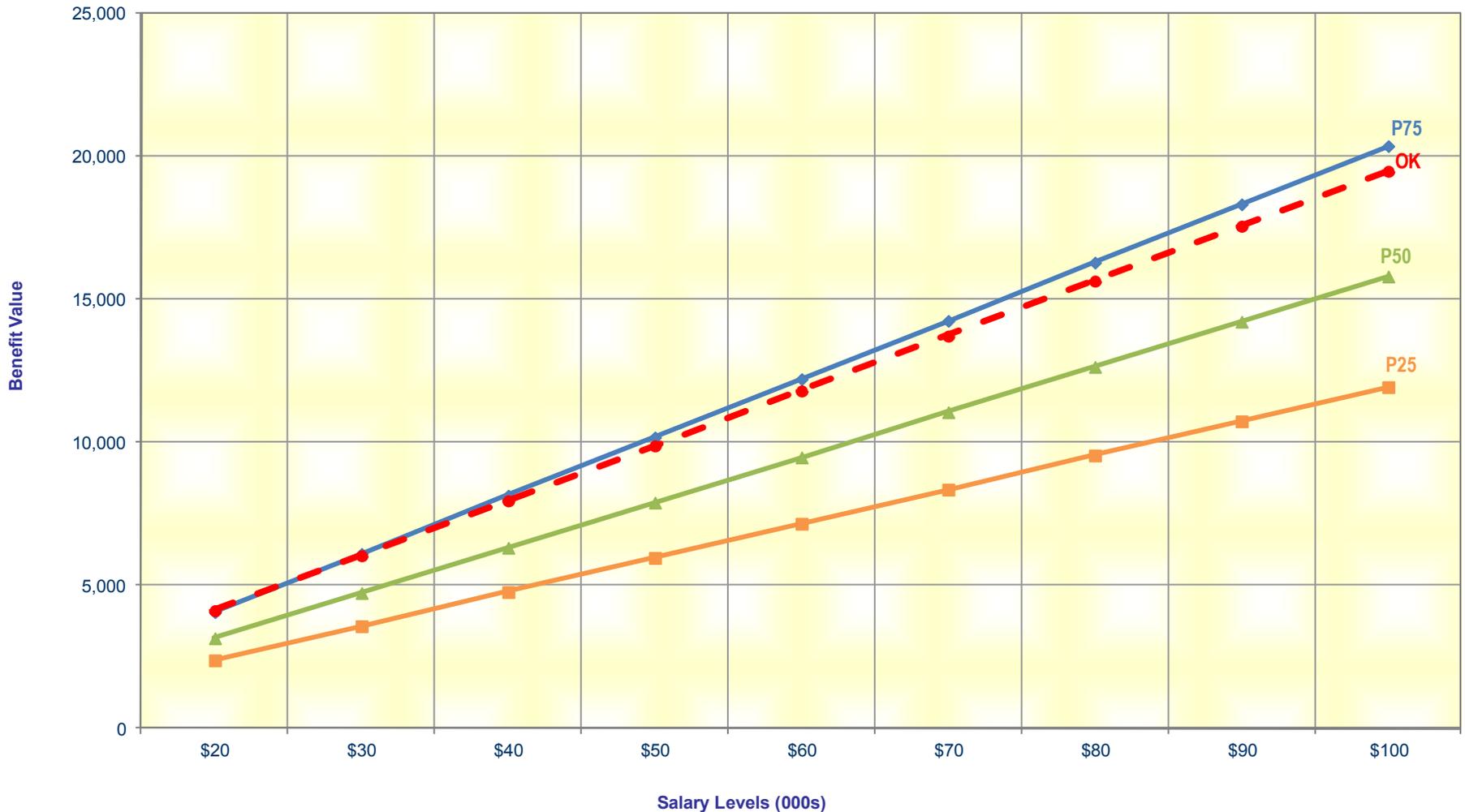


# Market competitiveness Retirement

CLIENT Compared to Market

EMPLOYER PAID TOTAL RETIREMENT BENEFITS VALUES - Salary Levels \$20,000 - \$100,000

NCASG Market









# Market competitiveness

## Basic Plan Benefits

- Oklahoma provides a monthly benefit allowance to employees depending on their coverage tier:



- Employees use the monthly benefit allowance to purchase “basic plan” benefits, which includes medical, dental, disability and death benefits. For purposes of this analysis, vision was also included in the core benefits, although it is an optional benefit
- For purposes of market analysis, the employee and family tiers are valued
- Hay Group valued the most prevalent plan options – HealthChoice High medical, HealthChoice Dental, VSP vision, Basic Life only, and Disability

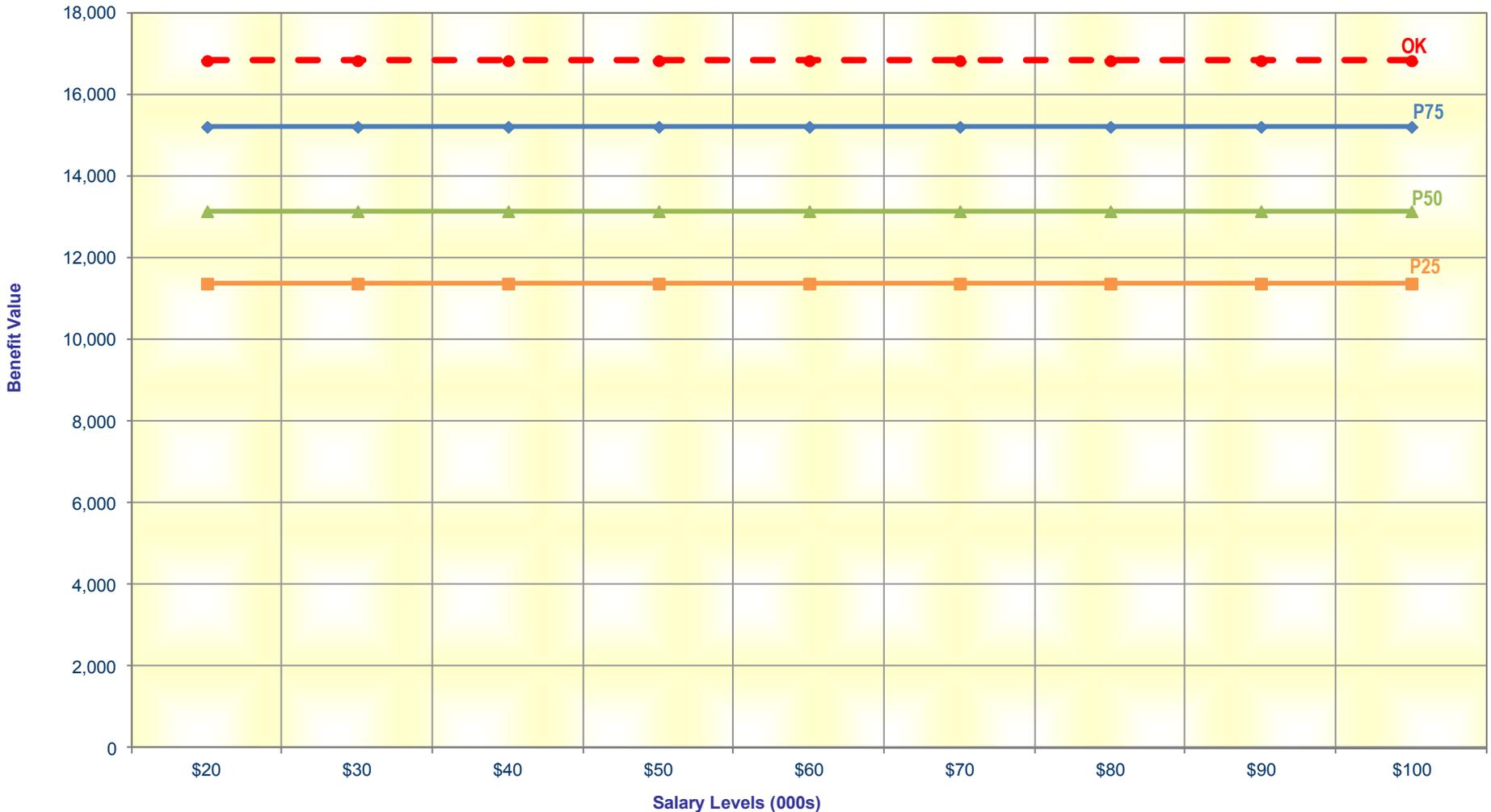


# Market competitiveness Health Care

CLIENT Compared to Market

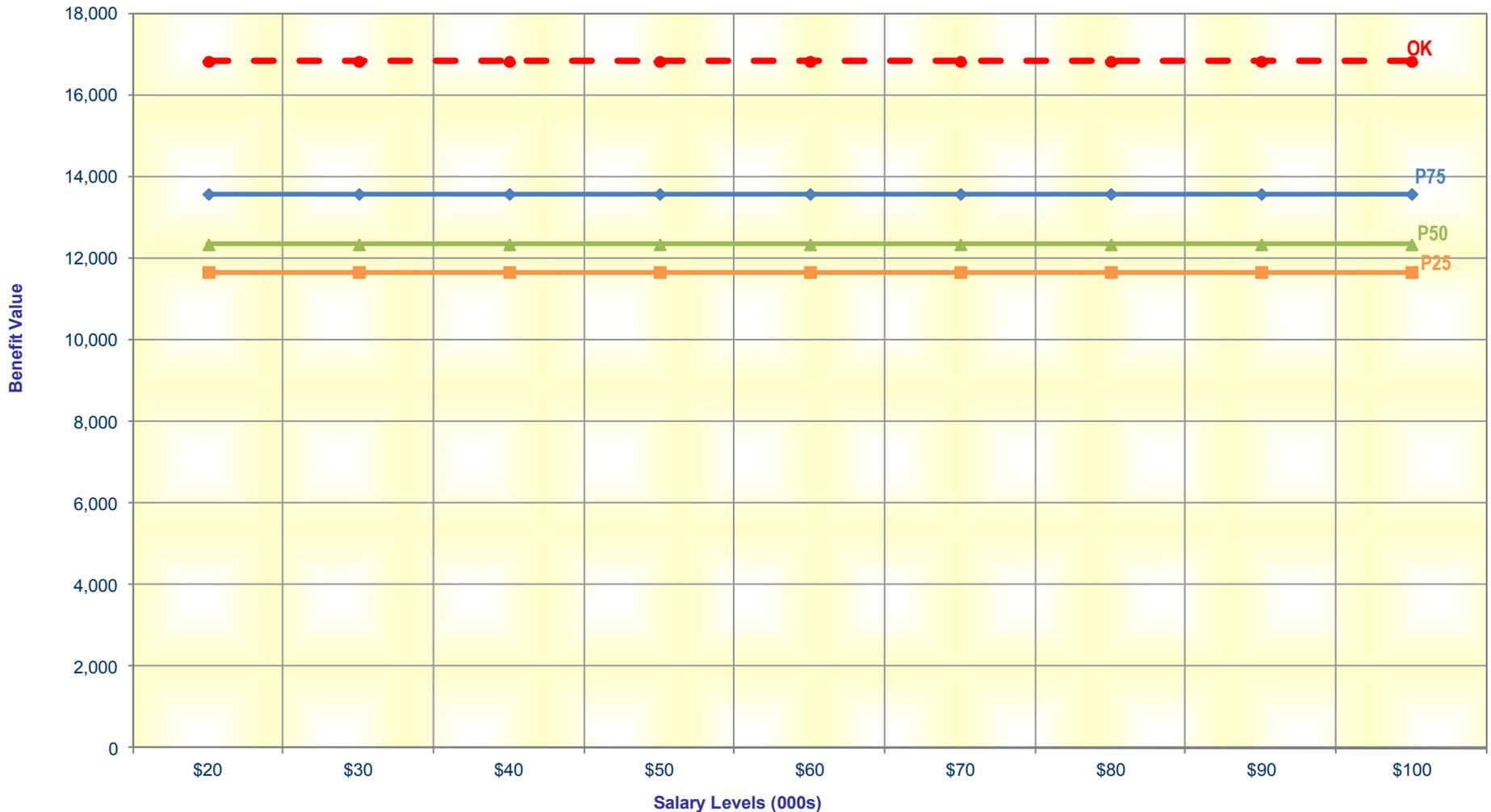
HEALTH CARE BENEFITS VALUES – Salary Levels \$20,000 - \$100,000

Hay Group Market



# Market competitiveness Health Care

CLIENT Compared to Market  
HEALTH CARE BENEFITS VALUES – Salary Levels \$20,000 - \$100,000 NCASG Market



# Market competitiveness

## Health Care

- The State's most prevalent plans are the HealthChoice High medical plan, the HealthChoice Dental plan and the Vision Service Plan vision plan
  - Oklahoma offers multiple medical, dental and vision plans to its employees, but for purposes of this market analysis only the most prevalent plans were valued
- As stated previously, the State's monthly benefit allowance provides for 100% employer paid employee only and family coverage for medical, dental and vision coverage. This factors greatly into the State's overall health care plan value. The table below outlines the median employer contribution for medical, dental and vision coverage in each of the comparator markets:

# Market competitiveness

## Health Care

- When compared to the median of both markets, Oklahoma’s plan design varies based on plan provision; however, in total is slightly below the median of both markets:

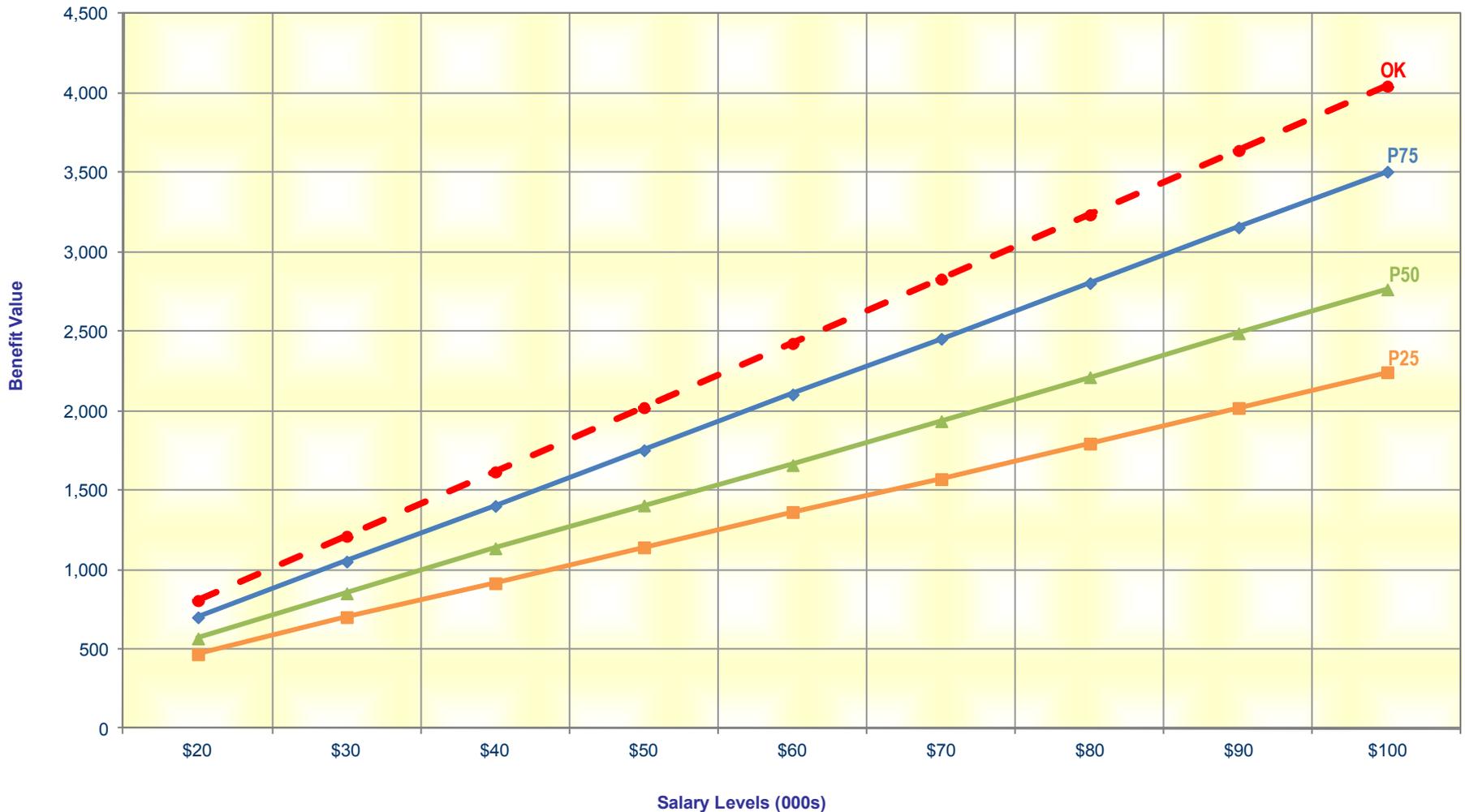
In network deductible – Single	\$750	\$475	\$500
In network deductible – Family	\$2,000	\$1,000	\$1,500
OOP Maximum – Single	\$2,400	\$1,525	\$2,800
OOP Maximum - Family	\$4,500	\$3,500	\$8,400
Coinsurance Percentage	85%	90%	80%

- Oklahoma’s dental plan design is above typical market practice when compared to both markets. The State maintains a \$25 deductible, 100% coverage for preventive care, 85% coverage of basic services and 60% coverage of major services. The annual non-orthodontia maximum is \$2,500 and the lifetime orthodontia maximum is \$2,500
  - The market median deductible is \$50
  - Coinsurance schedule is 100% for preventive, 80% for basic and 50% for major services
  - Annual and lifetime orthodontia maximums are \$1,500 each



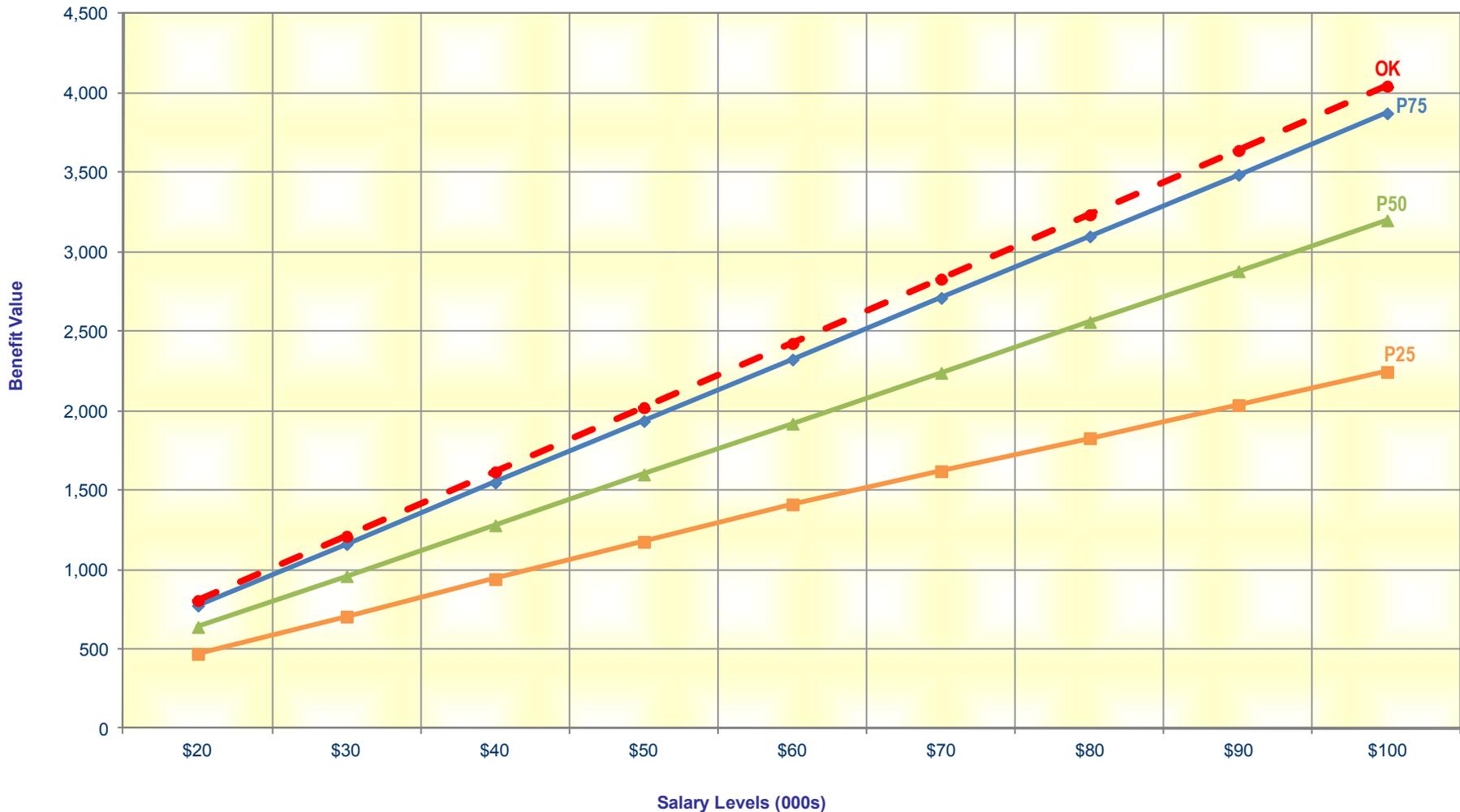
# Market competitiveness Disability

CLIENT Compared to Market  
EMPLOYER PAID DISABILITY BENEFITS VALUES  
DISABILITY BENEFITS VALUES - Salary Levels \$20,000 - \$100,000 Hay Group Market



# Market competitiveness Disability

CLIENT Compared to Market  
 EMPLOYER PAID DISABILITY BENEFITS VALUES  
 DISABILITY BENEFITS VALUES - Salary Levels \$20,000 - \$100,000 NCASG Market



# Market competitiveness

## Disability

- The State's disability program is comprised of a salary continuation plan or sick leave, employer paid short term and long disability, and a disability retirement provision through OPERS
- Salary continuation provides benefits at full pay based on accumulation of days (15 days per year) with no maximum accumulation. Sick leave is utilized more compared to the other disability benefits, so it carries more weight in the overall program value
  - The OK market is split between those that provide salary continuance plan only and those that provide both a salary continuance plan and an employer paid STD plan
  - The States market typically provides salary continuance plan only, with STD coverage typically provided on an employee paid basis
- Oklahoma places no limit on the number of sick days an employee can accumulate, which is in line with the prevalent States market practice
- Oklahoma's short term disability (STD) benefit has a 30 day waiting period and pays a 60% benefit up to a \$2,500 monthly maximum for 150 days. The waiting period is longer than prevalent OK market practice, but better aligned with States, as sick leave is more prevalent in the States market

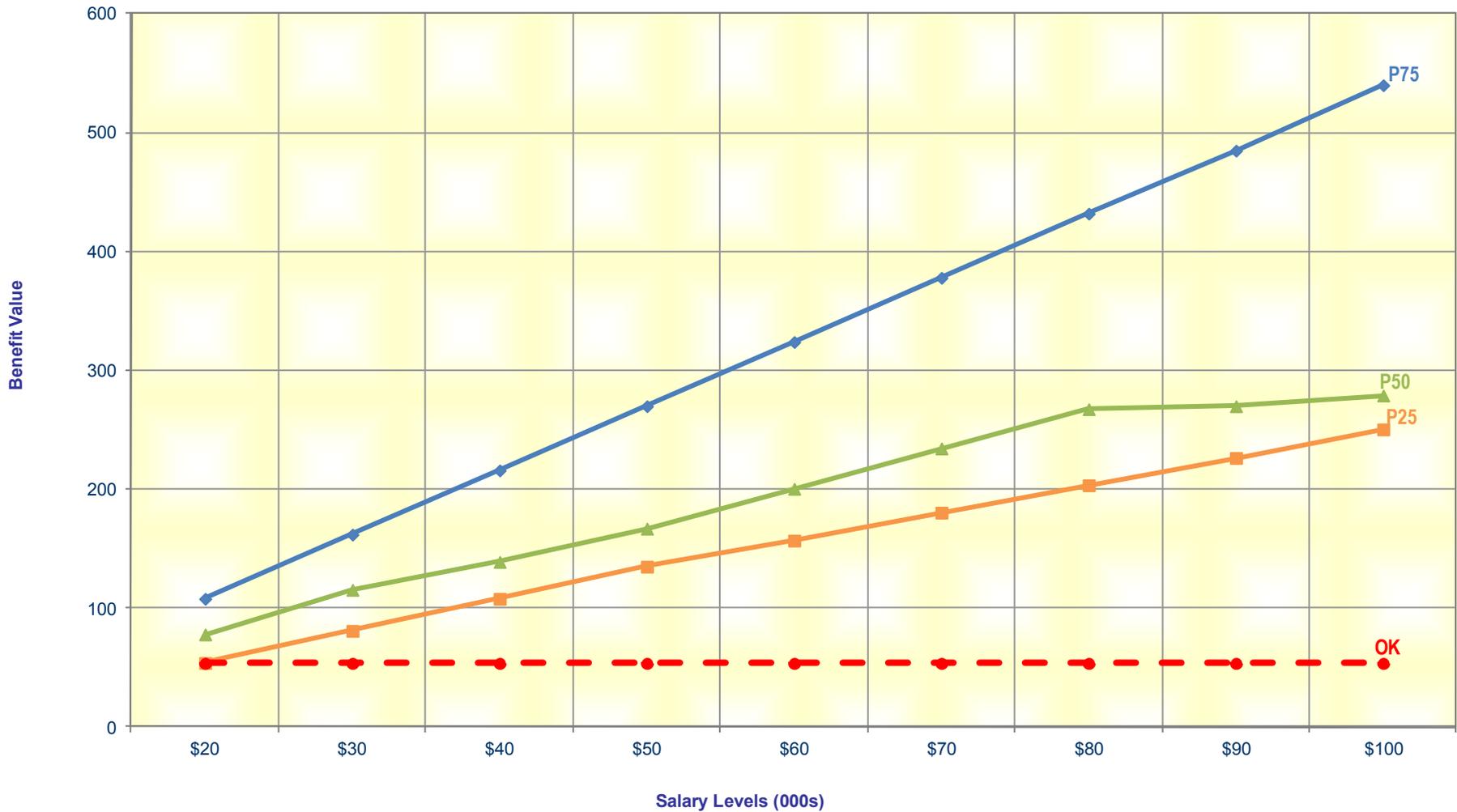


# Market competitiveness

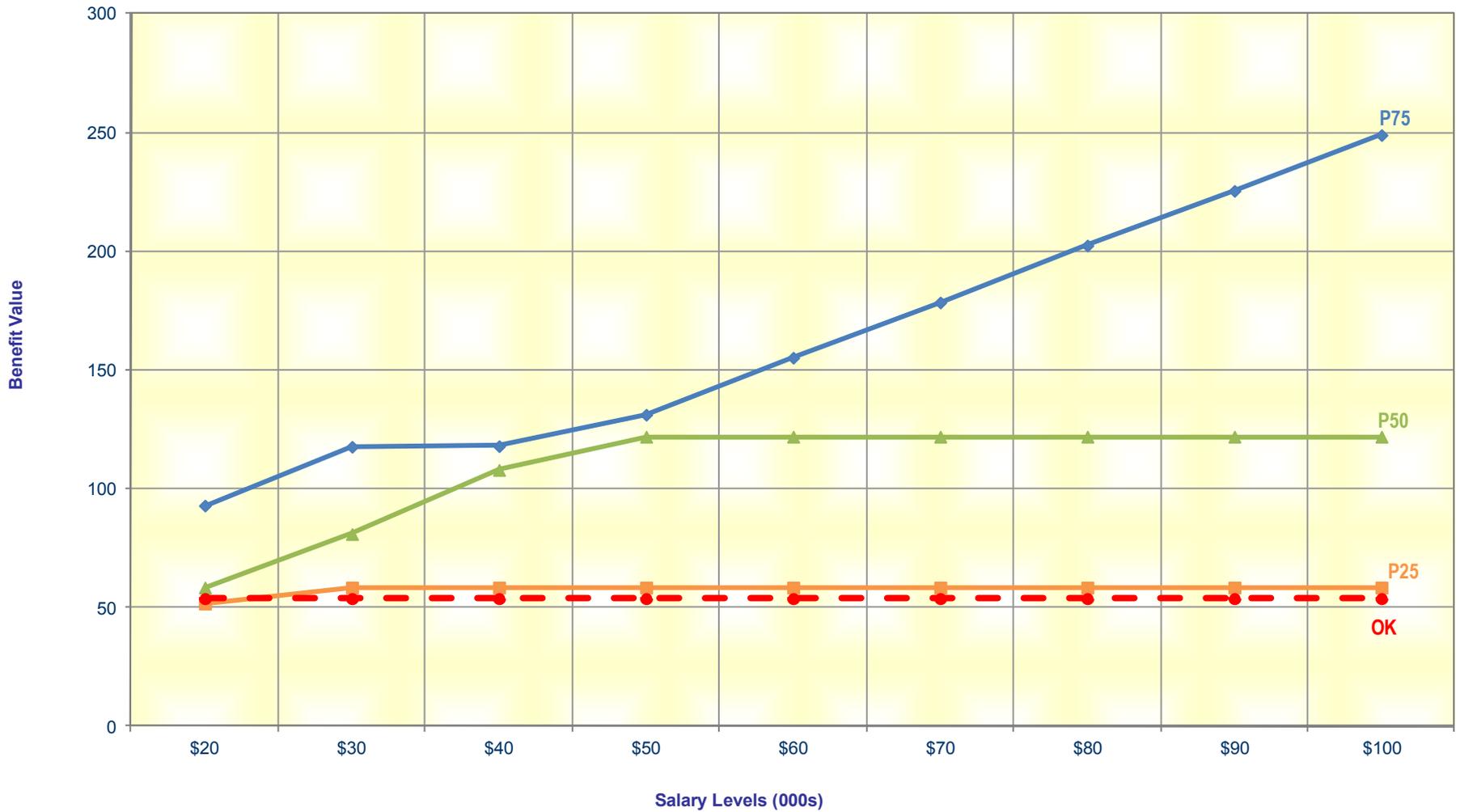
## Death

CLIENT Compared to Market  
 EMPLOYER PAID DEATH BENEFITS VALUES  
 DEATH BENEFITS VALUES – Salary Levels \$20,000 – \$100,000

Hay Group Market



CLIENT Compared to Market  
EMPLOYER PAID DEATH BENEFITS VALUES





# Market competitiveness

## Other benefits

- The State provides health care and dependent care spending accounts to its employees. Limited tuition reimbursement creates minimal value for the State in this category
  - Due to the low level of employer paid benefits in this category, the State is below the 25th percentile of the market in comparison to the OK market, where offerings include telecommuting and transportation assistance and higher education reimbursement levels
  - Because other States do not typically provide benefits in this category, Oklahoma compares slightly more favorably to the States market, coming in at the 25th percentile of the States market

# Market competitiveness

## Holiday & Vacation

- Oklahoma's service based annual leave compares favorably to both markets. The table below outlines the annual accrual provided to employees at various years of service:

Years of Service	OK Market	NCASG Market	State of Oklahoma
0 to 1 years	13	13	15
2 to 5 years	16	15	15
6 to 10 years	20	19	18
11 to 20 years	21	22	20
More than 20 years	26	23	25

- The median number of fixed holidays is 9 in the OK market and 11 in the State market. Oklahoma provides 11 fixed holidays
- Oklahoma employees accrue more annual leave at shorter service levels when compared to both market and have a higher maximum accrual than the States market



# Market competitiveness

## Total compensation

**Below is the summary comparison of the State's aggregate total remuneration market competitiveness**

Base Salary	-21.7%	-6.4%	-9.5%	+2.7%	The majority of the State's occupational groups fall well below the Median of the market compared to the Hay Group survey but closer to NCASG peer group market
Benefits	+18.0%	+24.3%	+34.4%	+40.7%	When the impact of salary is considered on benefits, the competitiveness of the State's benefits program decreases slightly; however, Retirement and Health Care programs influence the overall market position, driven by high level of subsidy provided by the State for these benefits
Total Remuneration	-7.4%	0.0%	+5.5%	+11.8%	The competitive benefits program enhances the total remuneration market position

- The influence of the better benefits position does help to offset the low salary position in some cases; however, base salary generally carries more weight than benefits in determining the total remuneration position

# Market competitiveness Total compensation

Below is the summary comparison of the State's total remuneration market competitiveness by salary increment compared to the Hay Group Market. These figures are used in the total compensation charts on the following slides:

Salary Data					Total Benefits					Total Remuneration				
OK Salary Level	Hay Group Market		OK Vs. Market		OK	Hay Group Market		OK Vs. Market		OK	Hay Group Market		OK Vs. Market	
	P25	P50	P25	P50		P25	P50	P25	P50		P25	P50	P25	P50
\$20,000	\$20,343	\$21,627	-2%	-8%	\$23,771	\$17,321	\$20,450	37%	16%	\$43,771	\$37,664	\$42,077	16%	4%
\$25,000	\$27,056	\$29,506	-8%	-15%	\$25,317	\$18,843	\$22,061	34%	15%	\$50,317	\$45,899	\$51,567	10%	-2%
\$30,000	\$31,328	\$35,471	-4%	-15%	\$26,862	\$19,923	\$23,110	35%	16%	\$56,862	\$51,252	\$58,580	11%	-3%
\$35,000	\$39,961	\$46,963	-12%	-25%	\$28,408	\$22,262	\$25,271	28%	12%	\$63,408	\$62,223	\$72,234	2%	-12%
\$40,000	\$44,579	\$51,672	-10%	-23%	\$29,954	\$23,206	\$26,132	29%	15%	\$69,954	\$67,785	\$77,803	3%	-10%
\$50,000	\$60,045	\$68,563	-17%	-27%	\$33,045	\$26,445	\$29,096	25%	14%	\$83,045	\$86,490	\$97,659	-4%	-15%
\$60,000	\$61,231	\$74,473	-2%	-19%	\$36,136	\$27,437	\$30,207	32%	20%	\$96,136	\$88,667	\$104,680	8%	-8%
\$70,000	\$80,196	\$90,501	-13%	-23%	\$39,227	\$29,808	\$33,713	32%	16%	\$109,227	\$110,003	\$124,214	-1%	-12%
\$120,000	\$135,451	\$145,659	-11%	-18%	\$53,783	\$37,825	\$44,384	42%	21%	\$173,783	\$173,276	\$190,043	0%	-9%

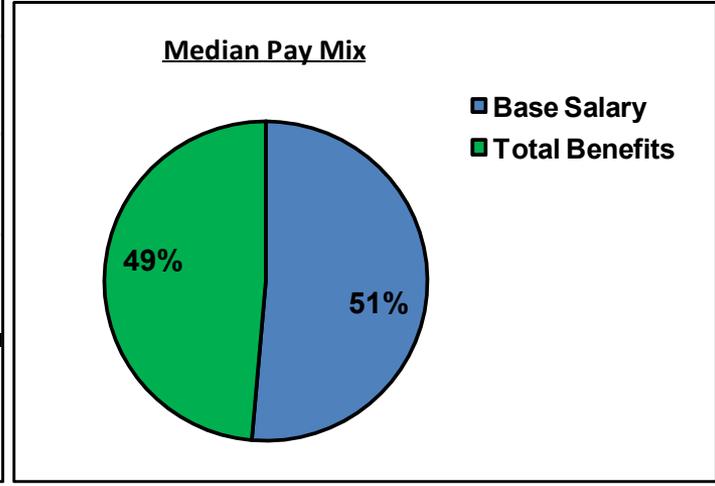
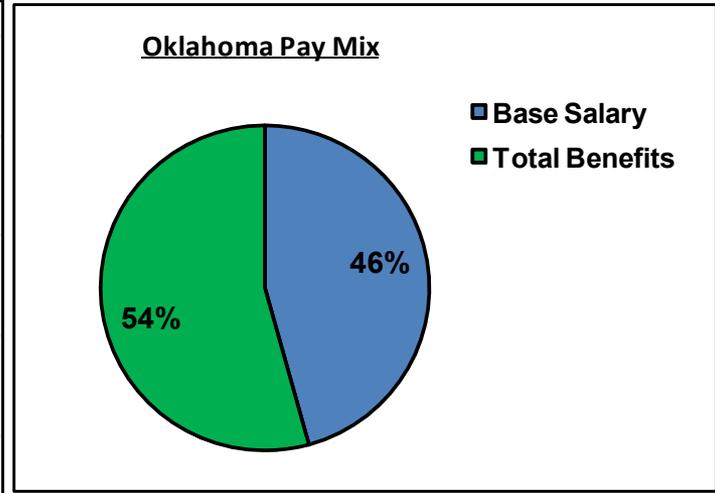
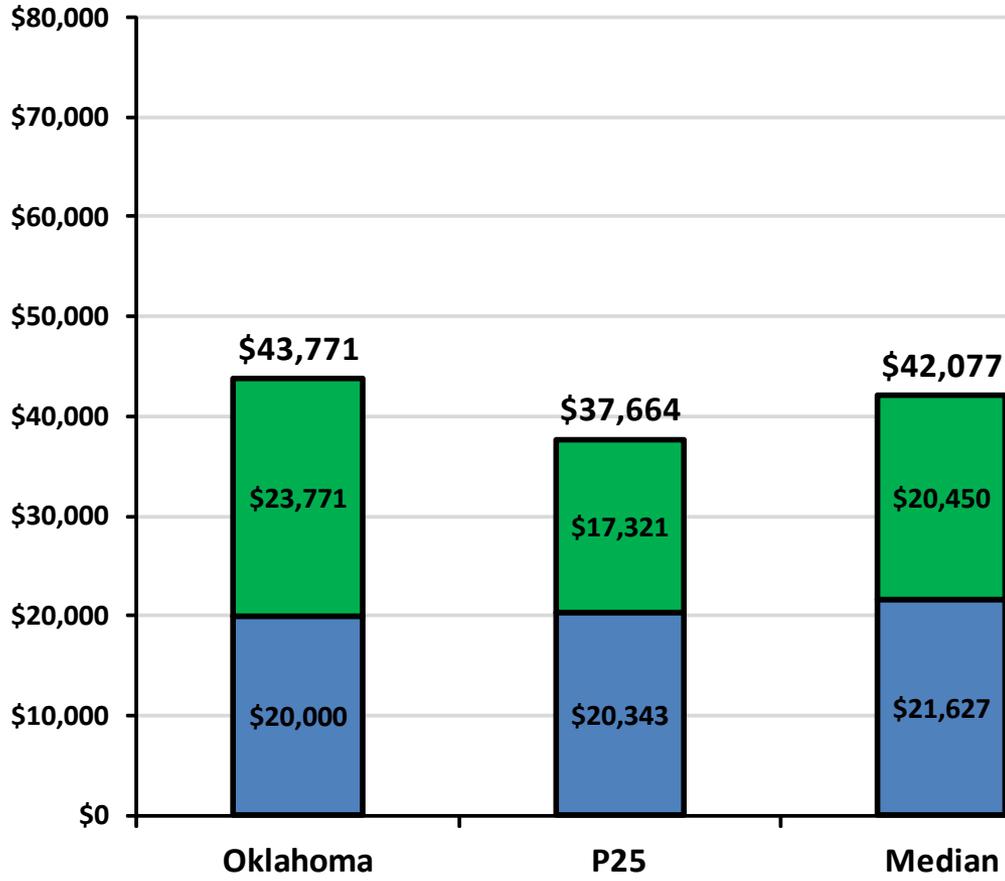
# Market competitiveness

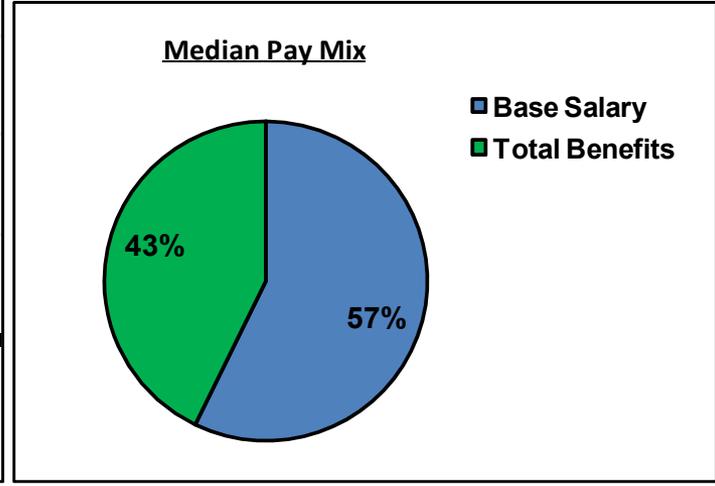
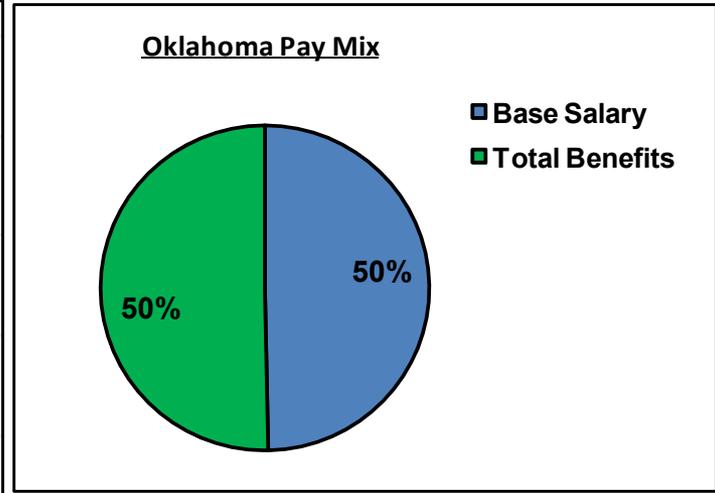
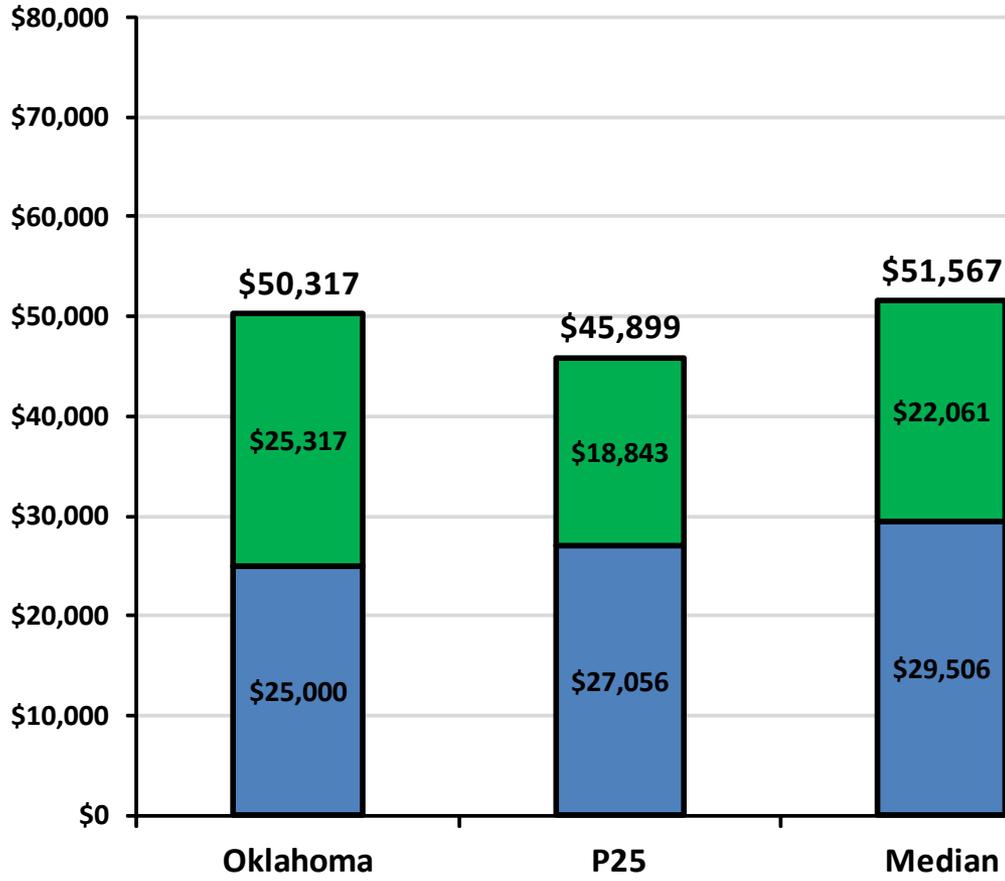
## Total compensation

Below is the summary comparison of the State's total remuneration market competitiveness by salary increment compared to the NCASG Market. These figures are used in the total compensation charts on the following slides:

Salary Data					Total Benefits					Total Remuneration				
OK Salary Level	States Market		OK Vs. Market		OK	States Market		OK Vs. Market		OK	States Market		OK Vs. Market	
	P25	P50	P25	P50		P25	P50	P25	P50		P25	P50	P25	P50
\$20,000	\$20,647	\$21,112	-3%	-5%	\$23,771	\$16,625	\$17,793	43%	34%	\$43,771	\$37,272	\$38,905	17%	13%
\$25,000	\$26,828	\$29,069	-7%	-14%	\$25,317	\$18,343	\$19,535	38%	30%	\$50,317	\$45,171	\$48,604	11%	4%
\$30,000	\$31,840	\$34,559	-6%	-13%	\$26,862	\$19,397	\$20,907	38%	28%	\$56,862	\$51,237	\$55,466	11%	3%
\$35,000	\$35,570	\$38,287	-2%	-9%	\$28,408	\$20,093	\$21,862	41%	30%	\$63,408	\$55,663	\$60,149	14%	5%
\$40,000	\$38,648	\$42,841	3%	-7%	\$29,954	\$20,944	\$23,028	43%	30%	\$69,954	\$59,592	\$65,869	17%	6%
\$50,000	\$51,338	\$55,284	-3%	-10%	\$33,045	\$23,270	\$26,215	42%	26%	\$83,045	\$74,607	\$81,499	11%	2%
\$60,000	\$61,585	\$66,562	-3%	-10%	\$36,136	\$25,439	\$29,103	42%	24%	\$96,136	\$87,023	\$95,665	10%	0%
\$70,000	\$75,605	\$92,403	-7%	-24%	\$39,227	\$30,561	\$35,720	28%	10%	\$109,227	\$106,166	\$128,123	3%	-15%
\$90,000	\$89,217	\$103,436	1%	-13%	\$45,410	\$32,596	\$38,391	39%	18%	\$135,410	\$121,814	\$141,827	11%	-5%
\$120,000	\$114,855	\$123,388	4%	-3%	\$53,783	\$35,658	\$42,602	51%	26%	\$173,783	\$150,513	\$165,990	15%	5%

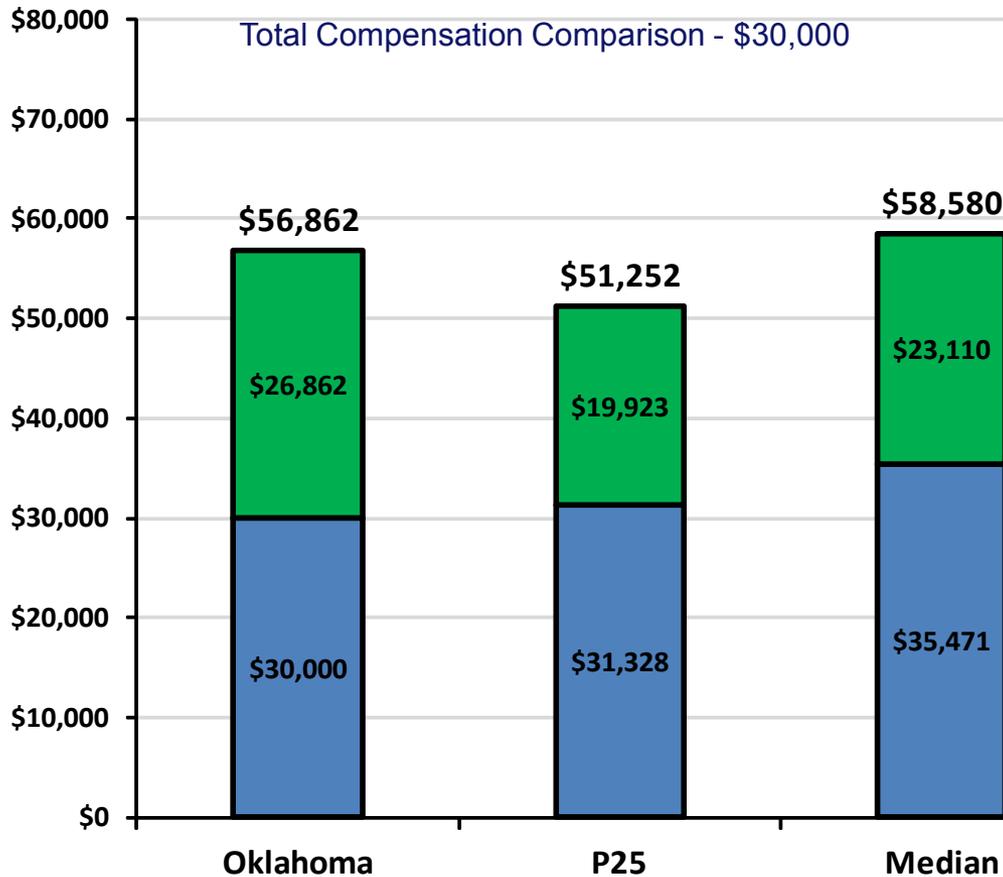




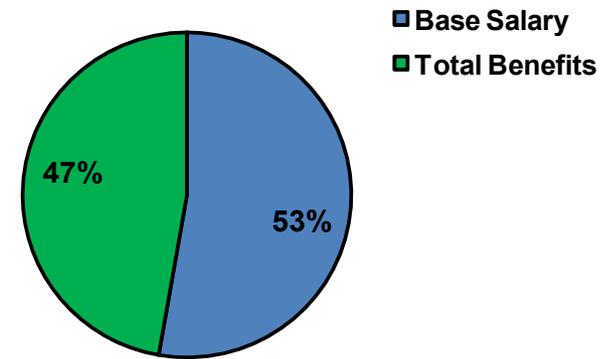


# Market competitiveness Total compensation

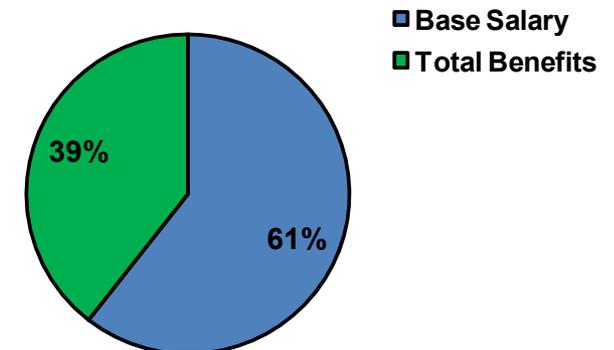
STATE OF OKLAHOMA VS. HAY GROUP MARKET (Oklahoma) - \$30,000 SALARY



**Oklahoma Pay Mix**



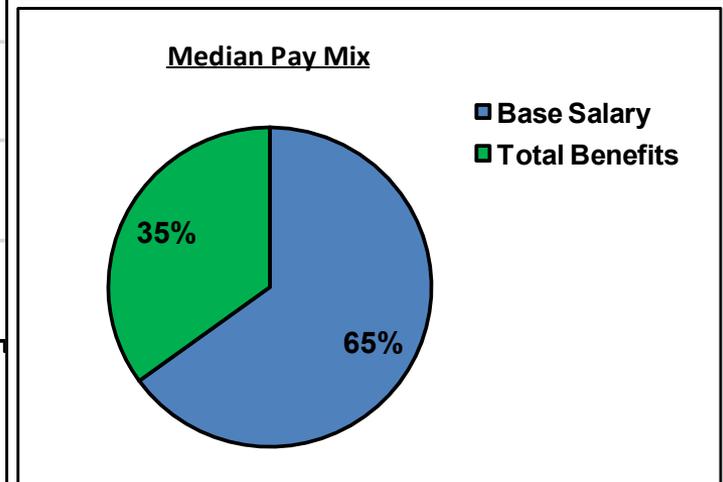
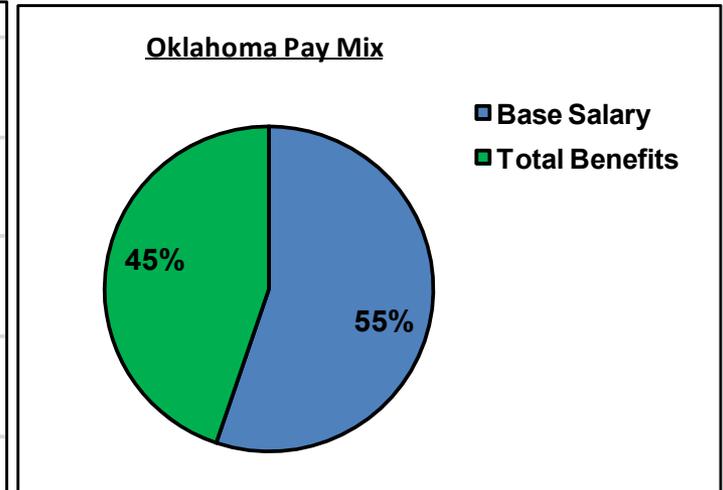
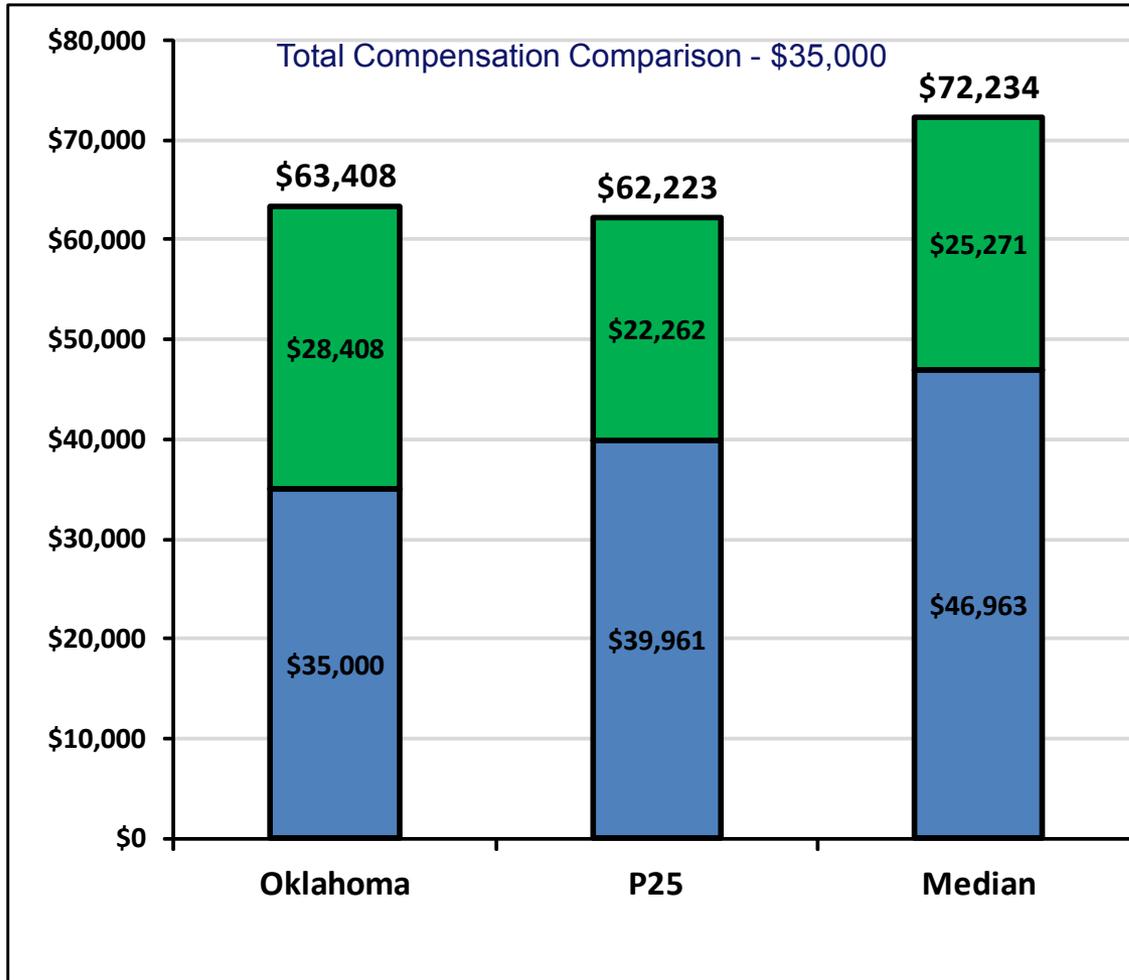
**Median Pay Mix**

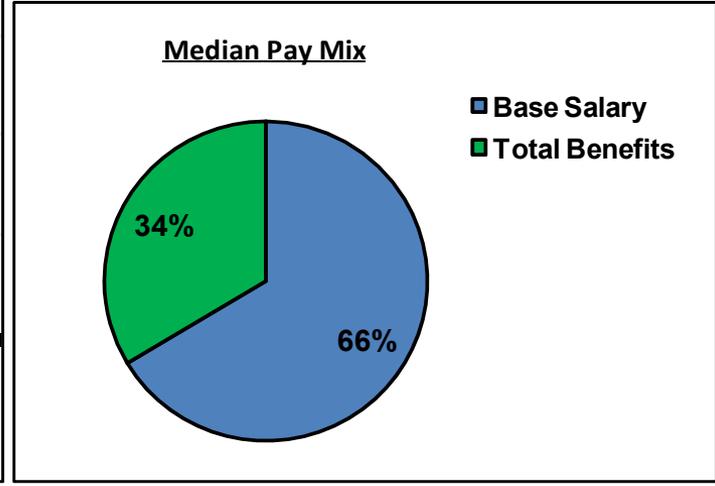
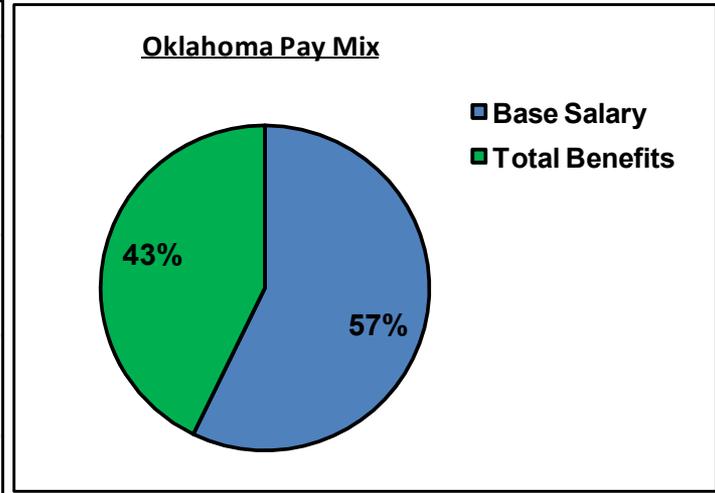
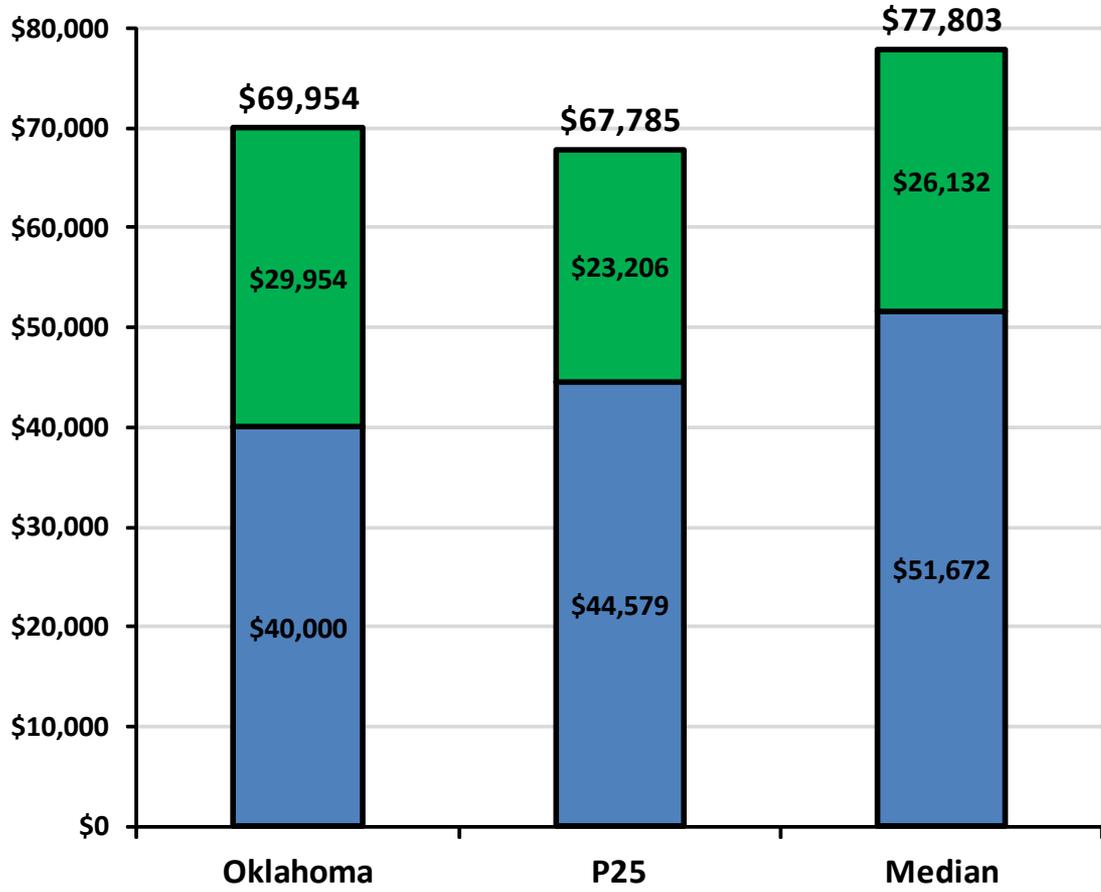


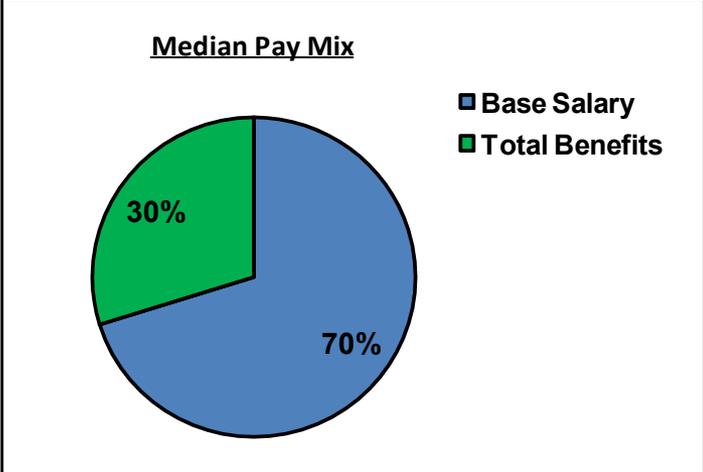
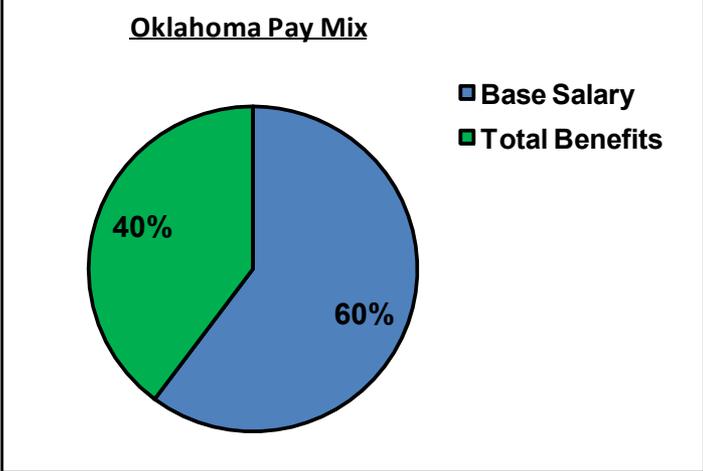
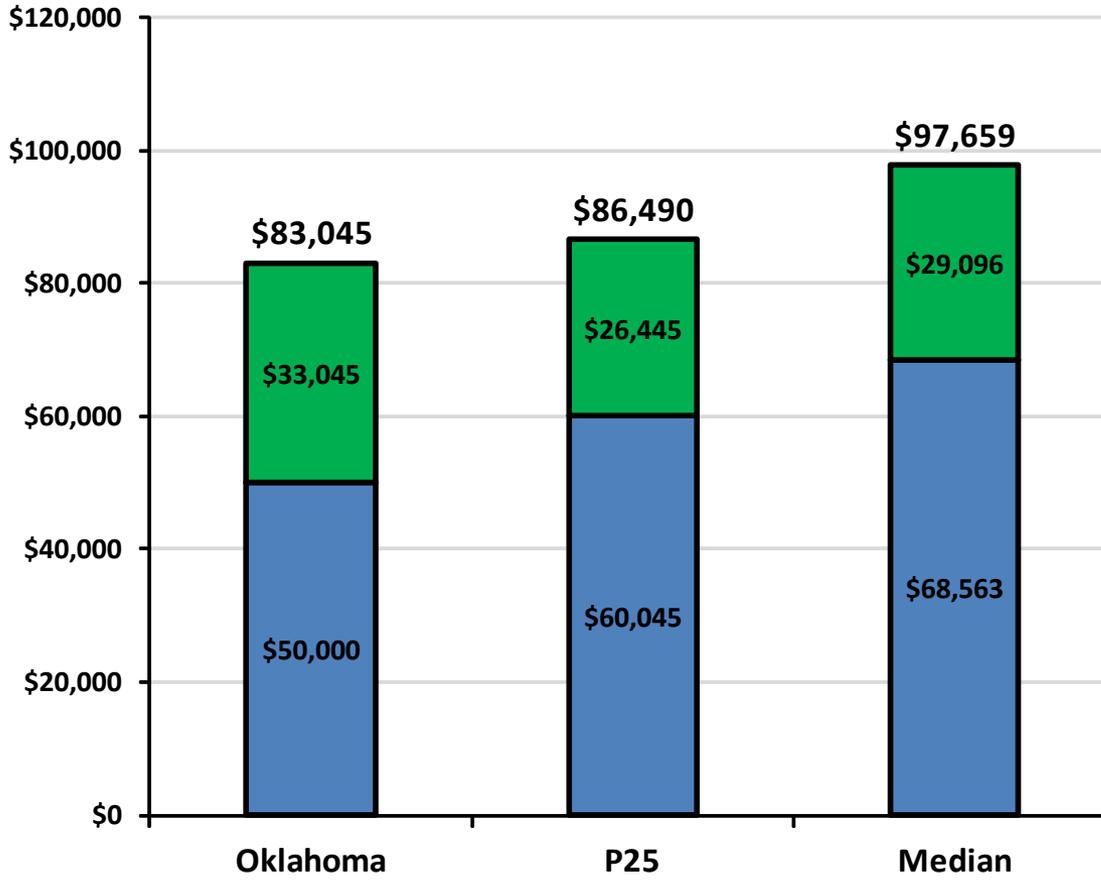
# Market competitiveness

## Total compensation

STATE OF OKLAHOMA VS. HAY GROUP MARKET (Oklahoma) - \$35,000 SALARY





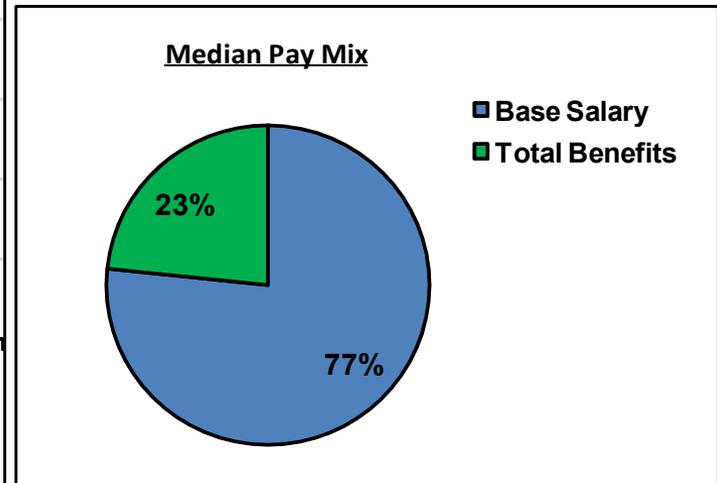
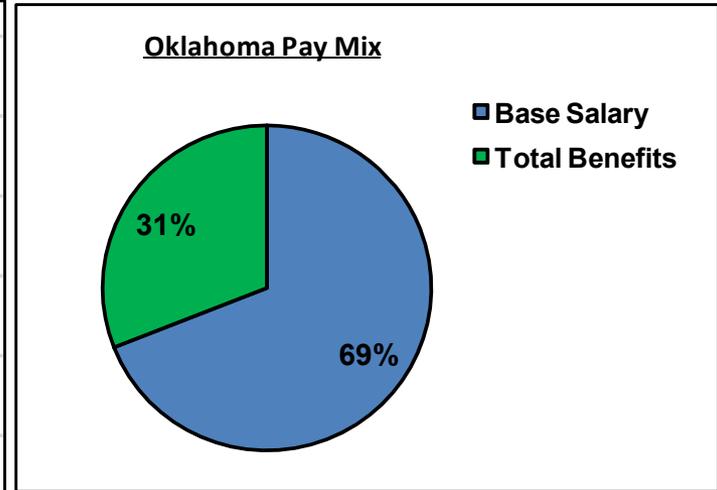
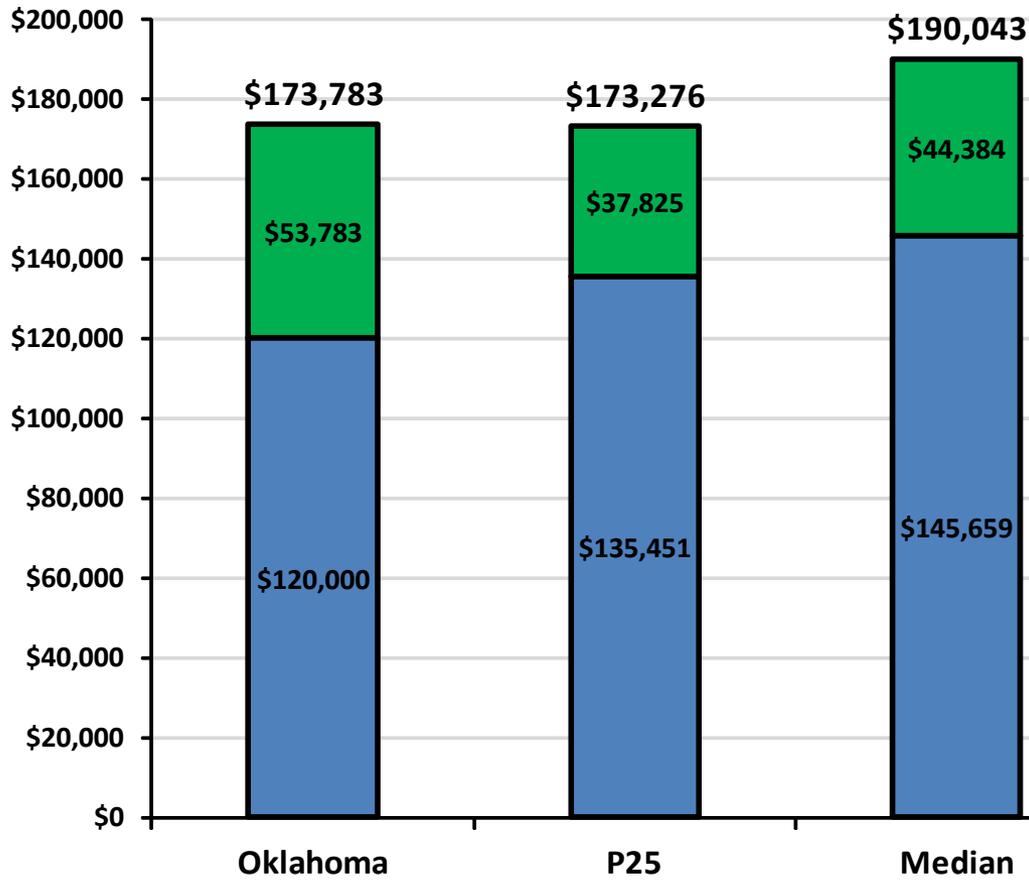


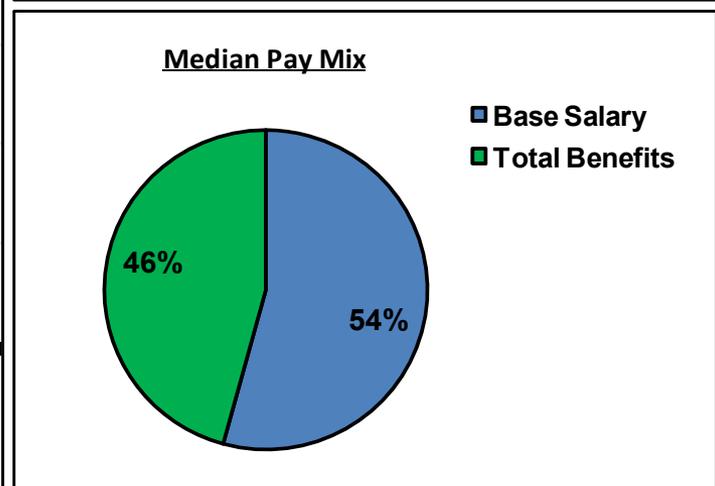
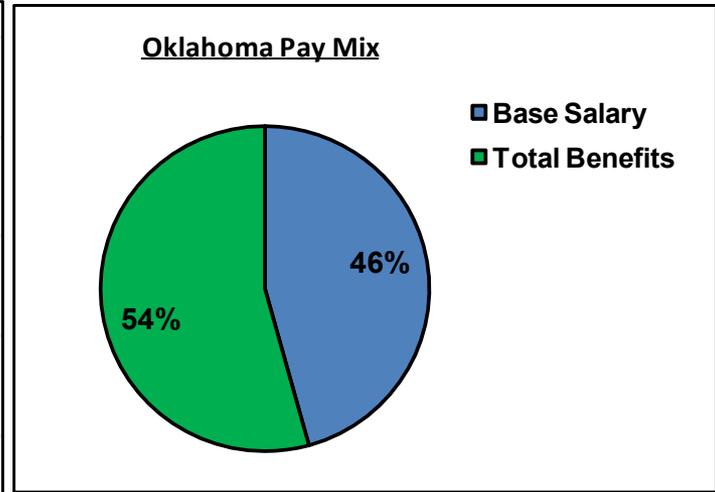
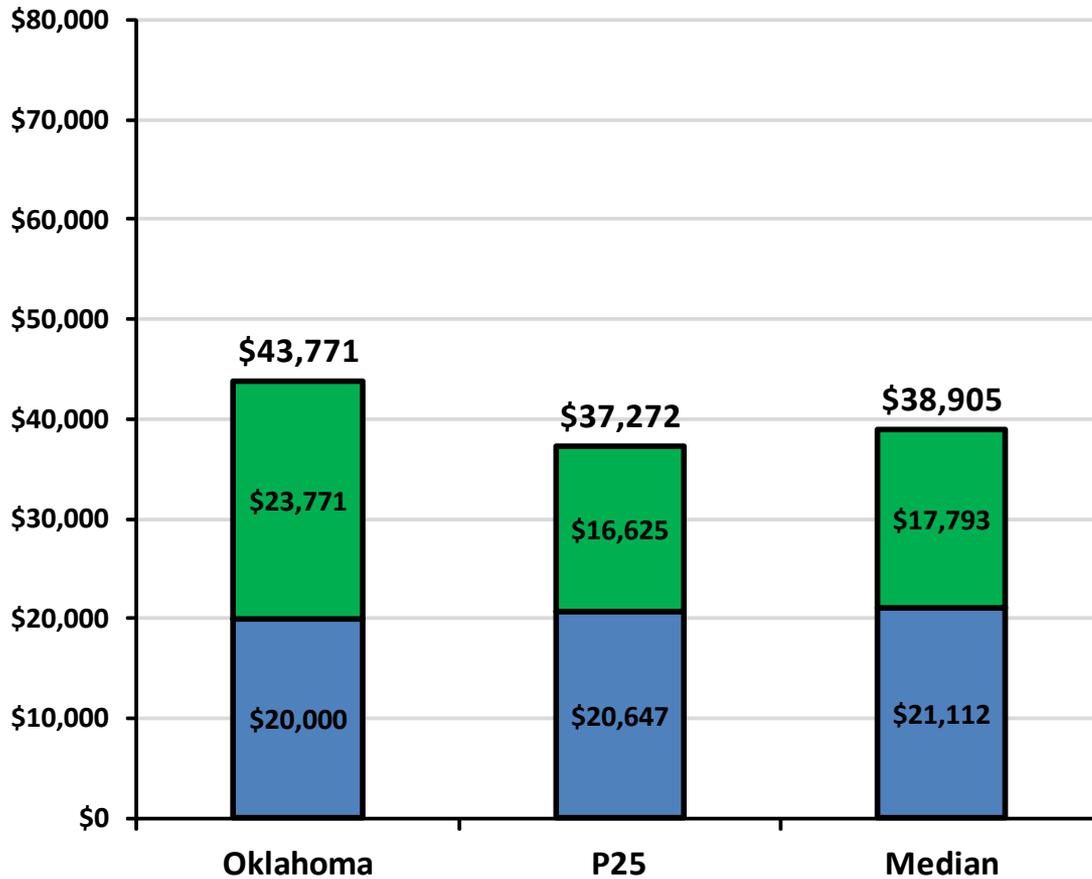


# Market competitiveness Total compensation

STATE OF OKLAHOMA VS. HAY GROUP MARKET (Oklahoma) - \$70,000 SALARY

Total Compensation Comparison - \$70,000

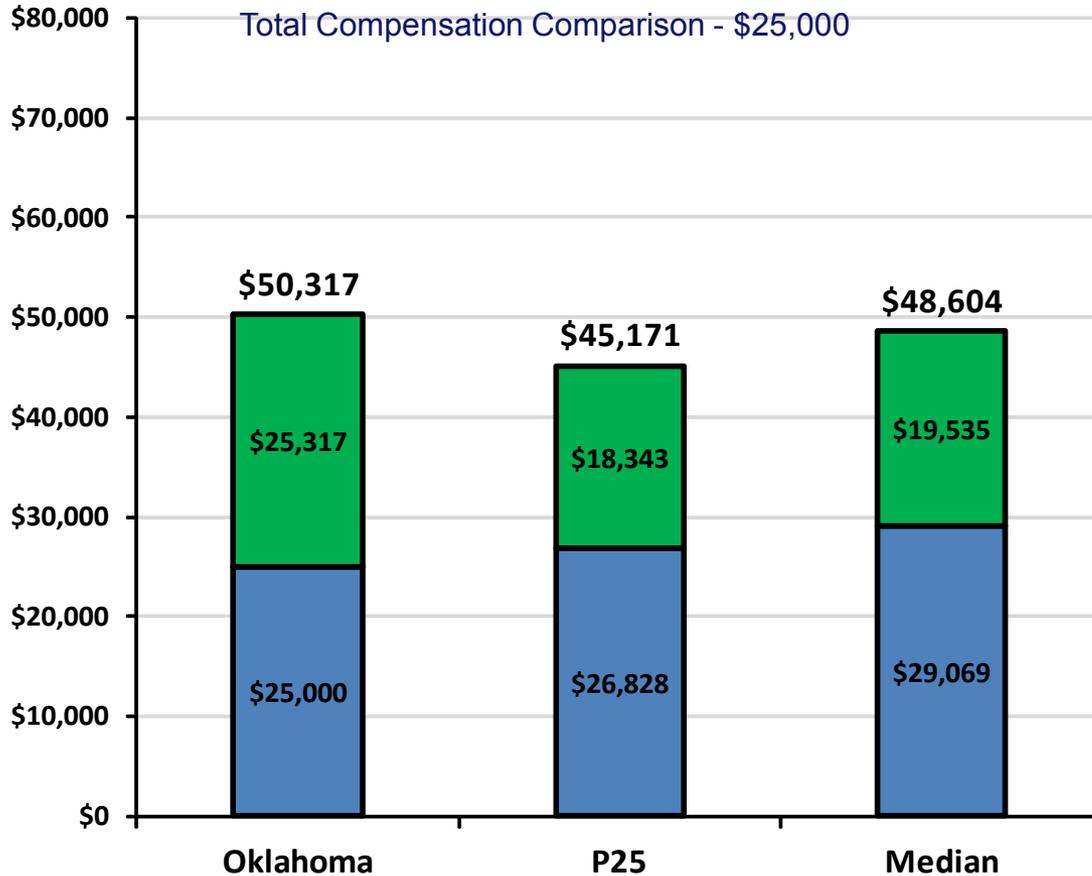




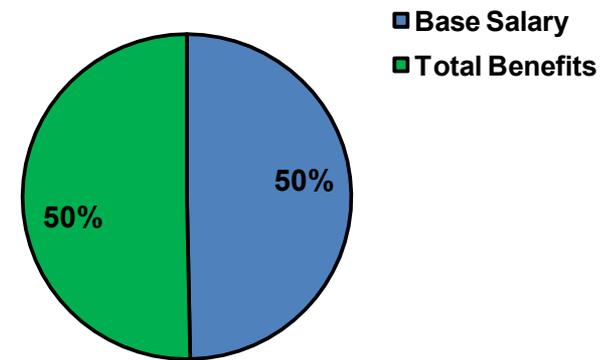
# Market competitiveness Total compensation

STATE OF Oklahoma VS. NCASG MARKET - \$25,000 SALARY

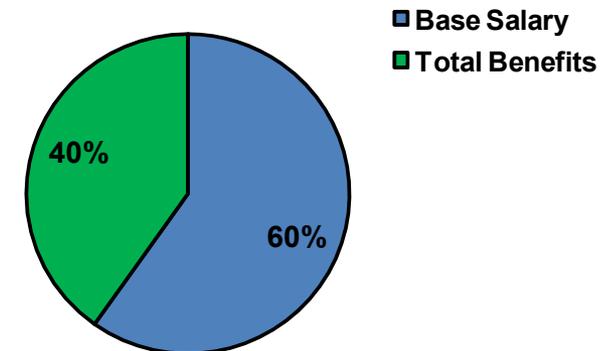
Total Compensation Comparison - \$25,000



Oklahoma Pay Mix



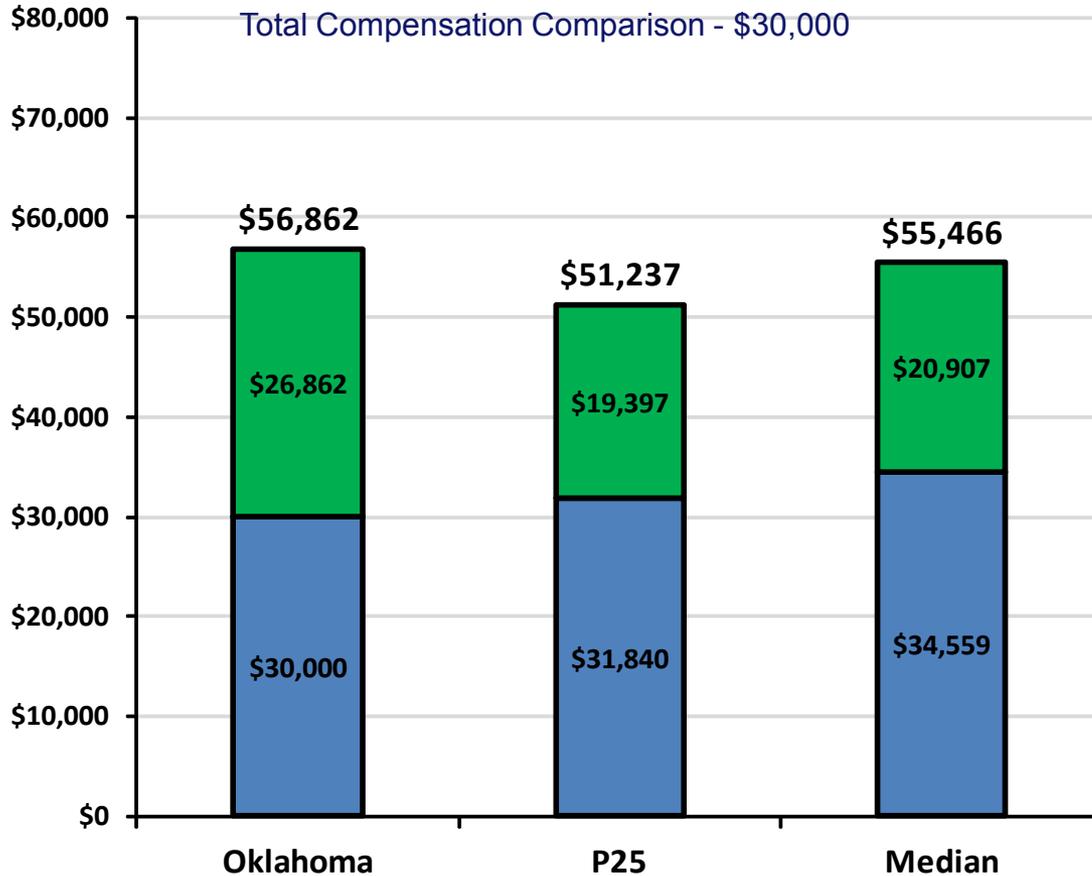
Median Pay Mix



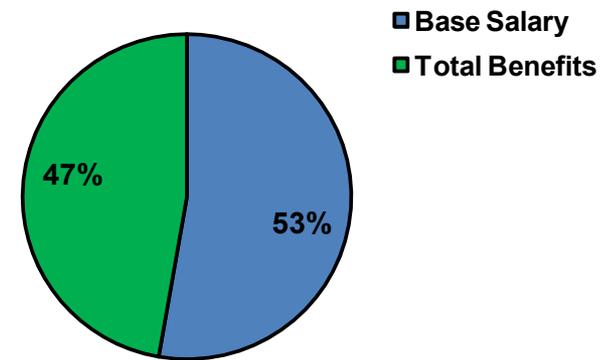
# Market competitiveness Total compensation

STATE OF OKLAHOMA VS. NCASG MARKET - \$30,000 SALARY

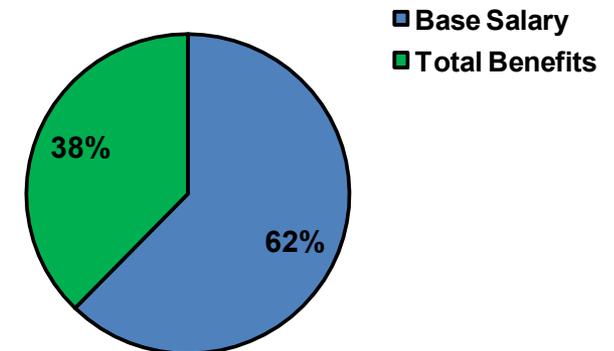
Total Compensation Comparison - \$30,000



Oklahoma Pay Mix



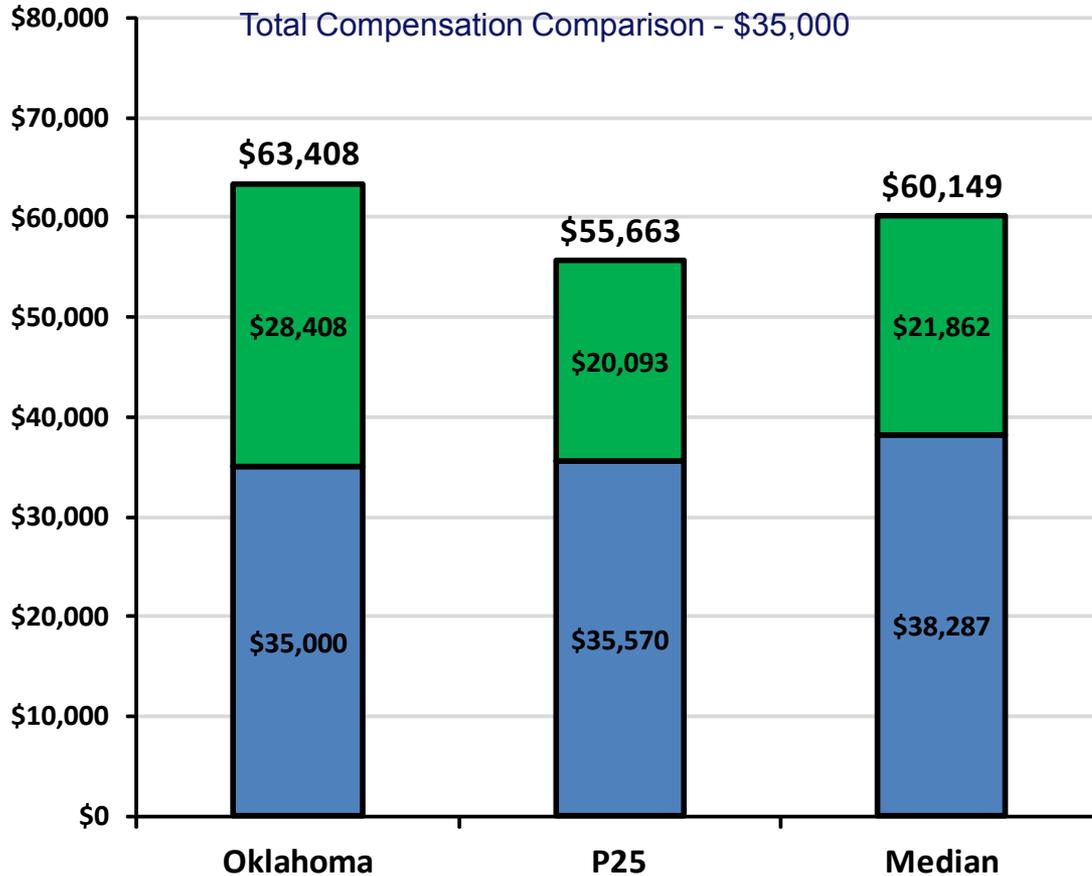
Median Pay Mix



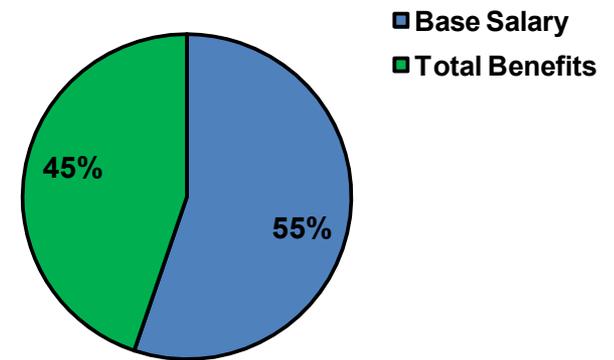
# Market competitiveness Total compensation

STATE OF OKLAHOMA VS. NCASG MARKET - \$35,000 SALARY

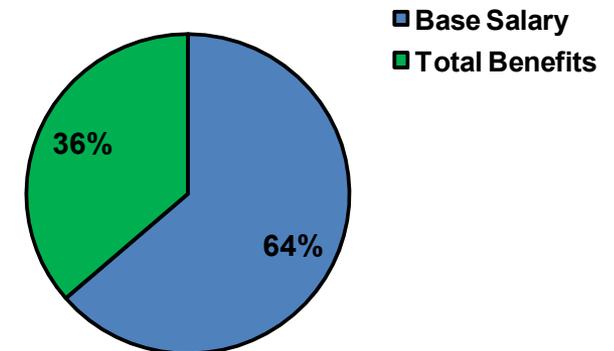
Total Compensation Comparison - \$35,000



Oklahoma Pay Mix



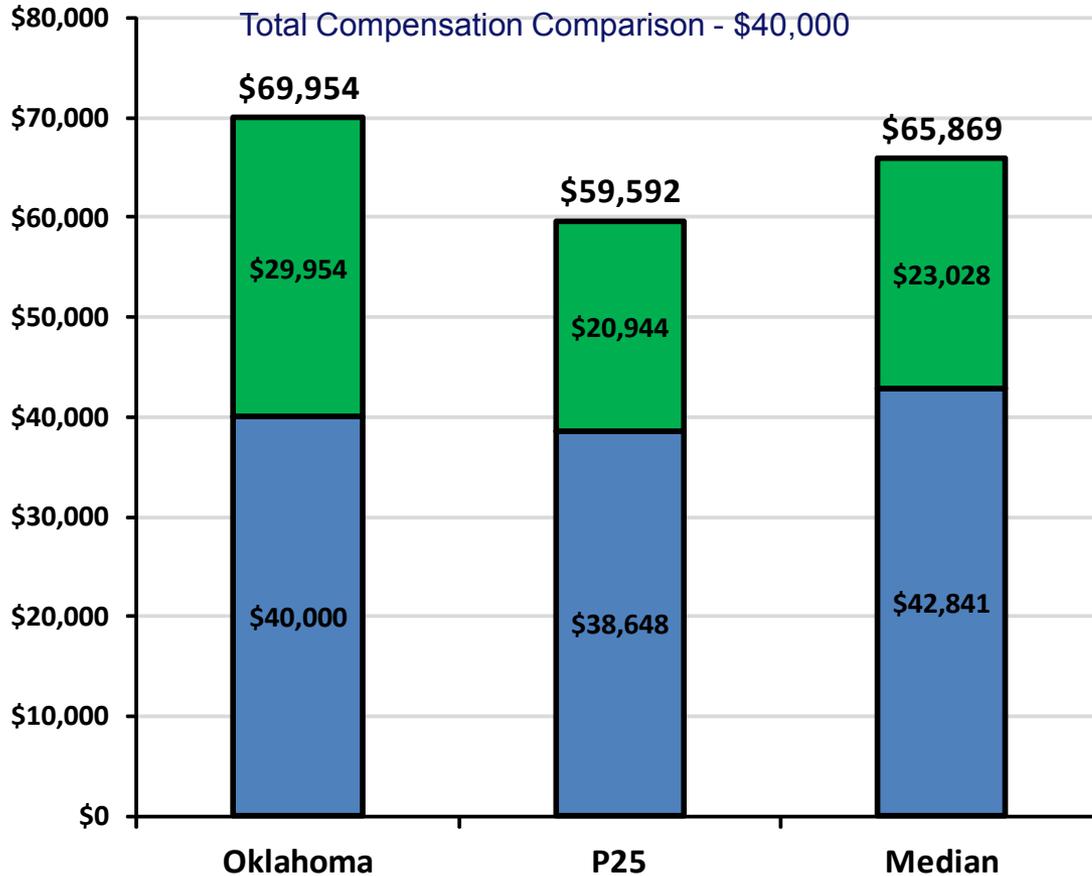
Median Pay Mix



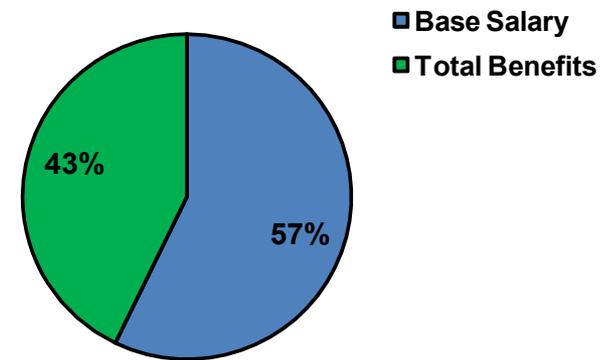
# Market competitiveness Total compensation

## STATE OF OKLAHOMA VS. NCASG MARKET - \$40,000 SALARY

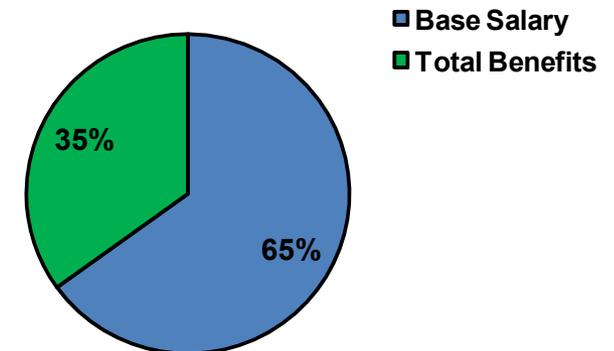
Total Compensation Comparison - \$40,000



Oklahoma Pay Mix

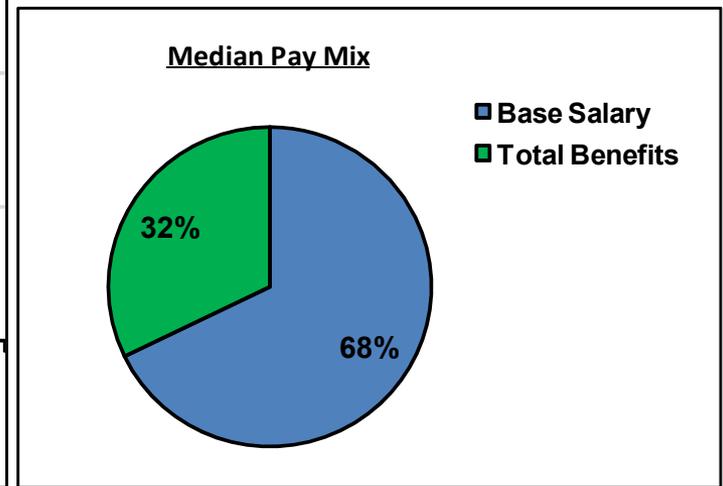
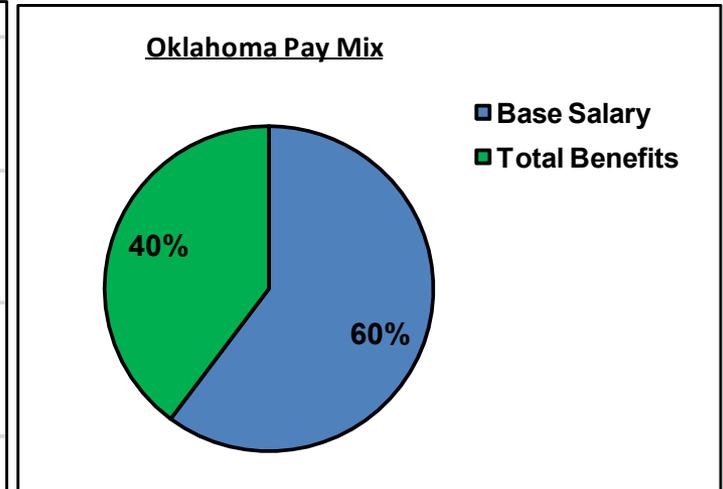
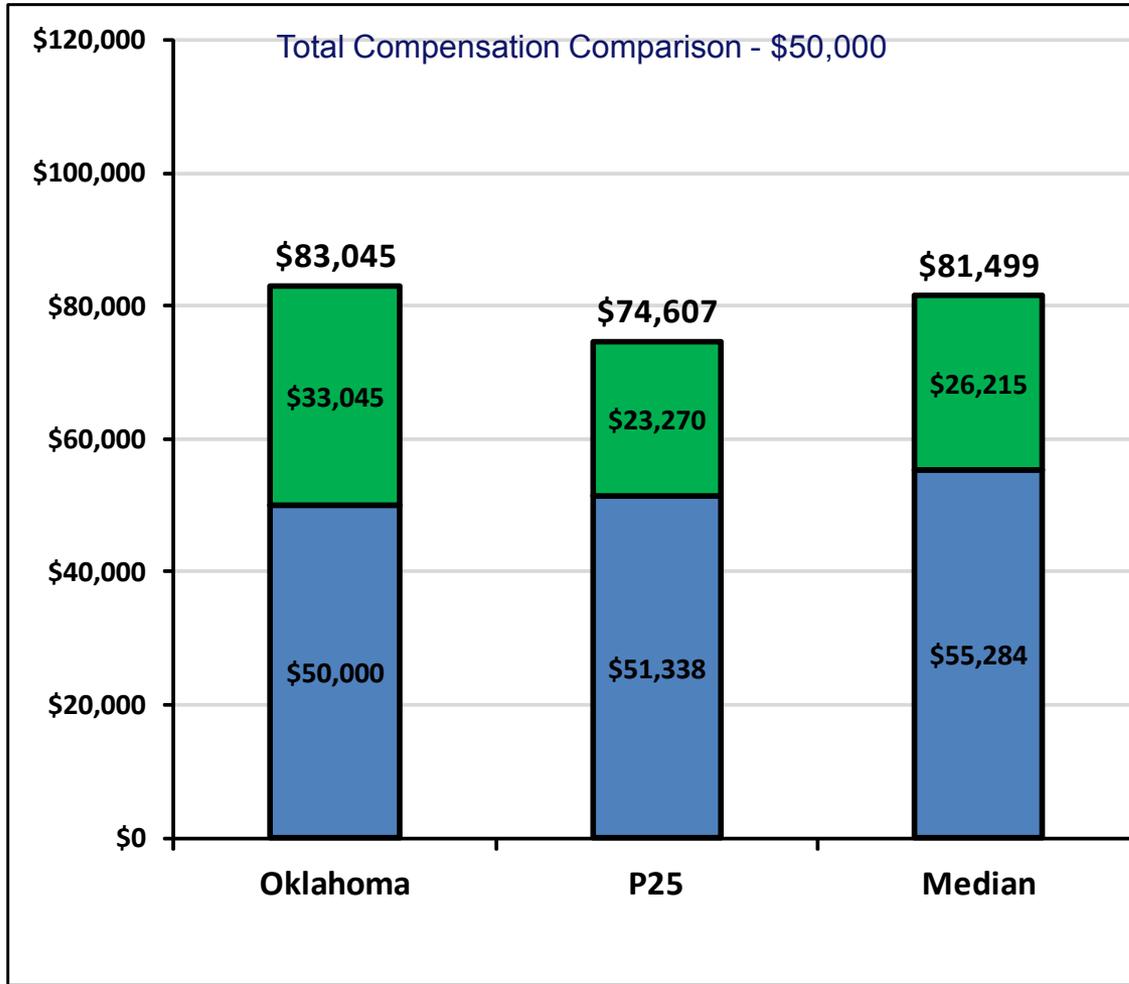


Median Pay Mix



# Market competitiveness Total compensation

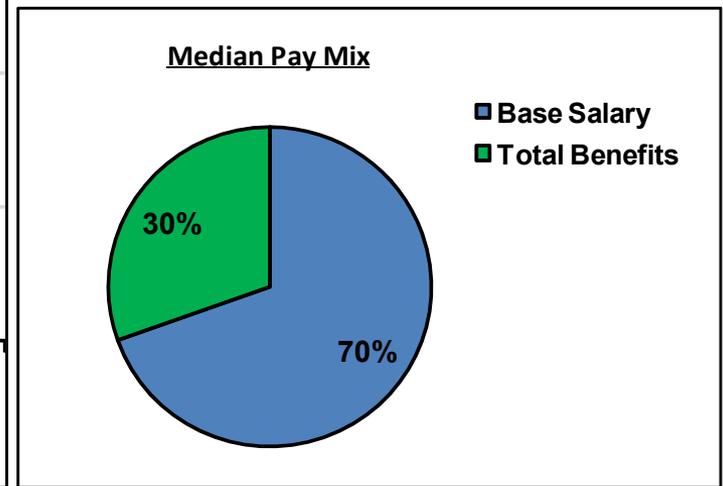
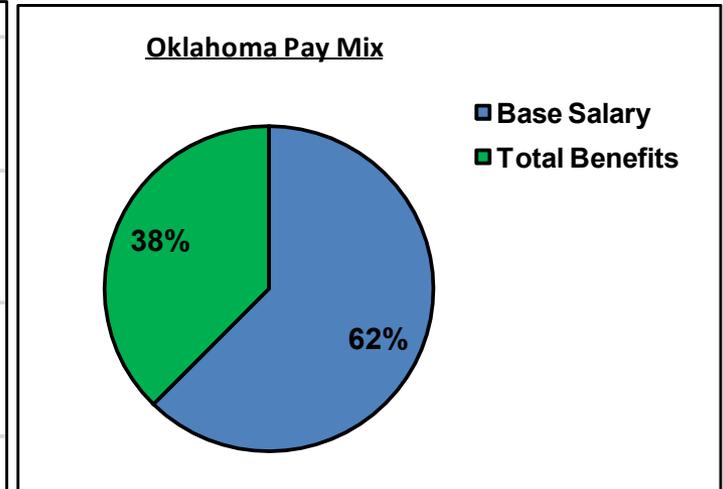
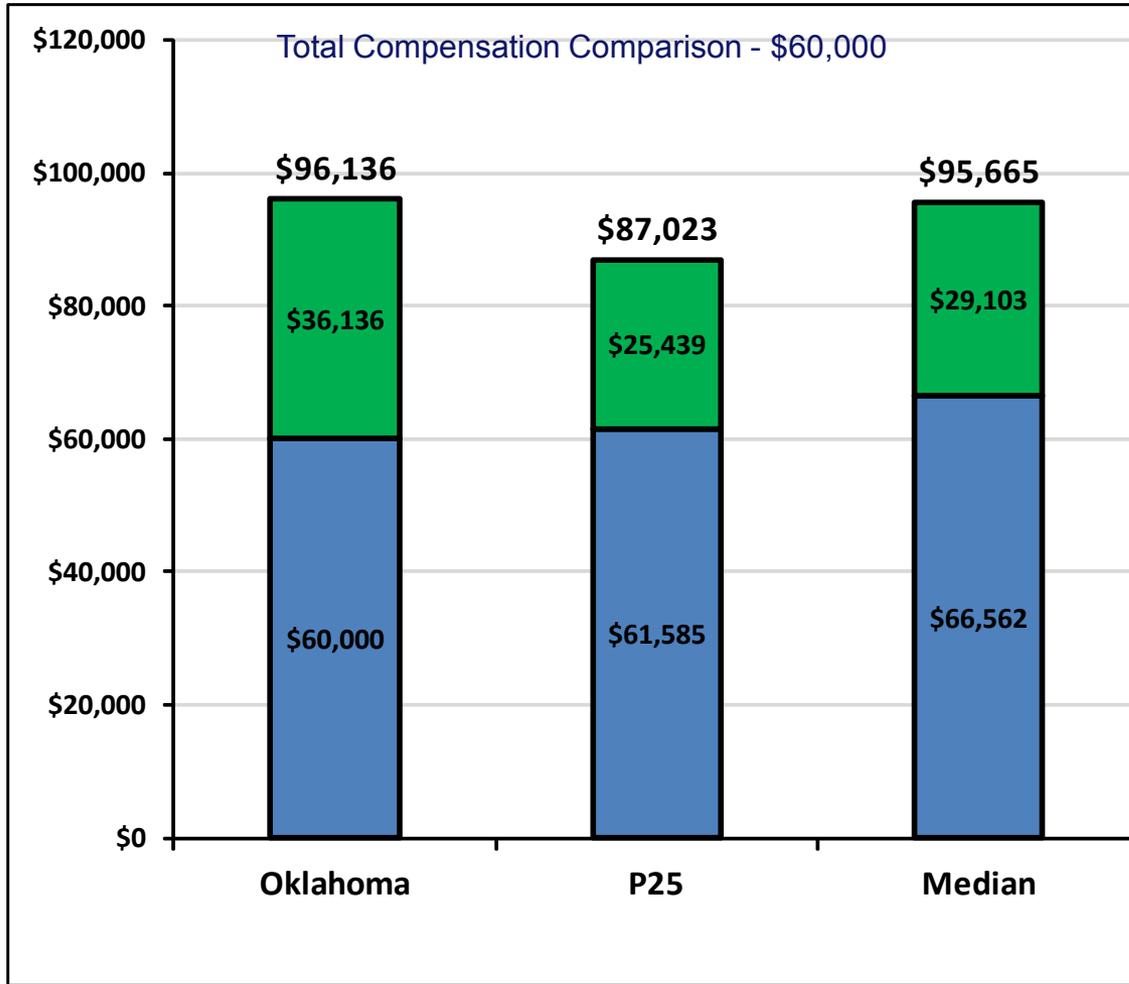
## STATE OF OKLAHOMA VS. NCASG MARKET - \$50,000 SALARY



# Market competitiveness

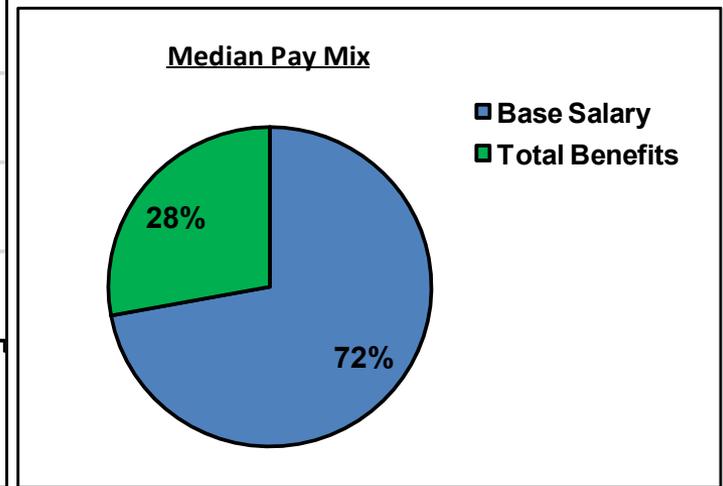
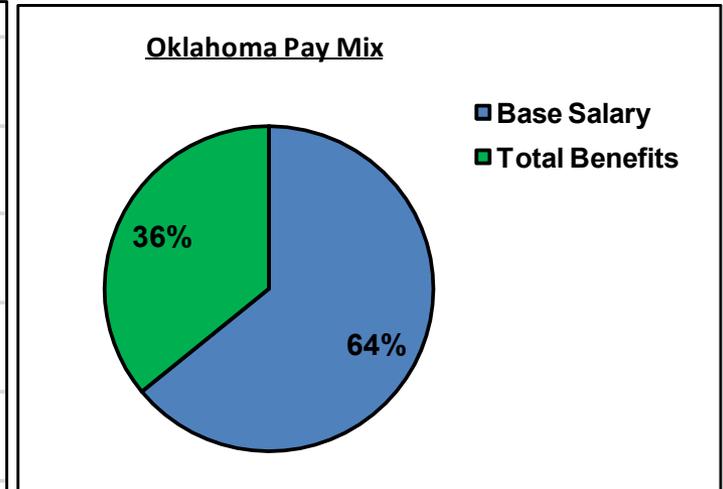
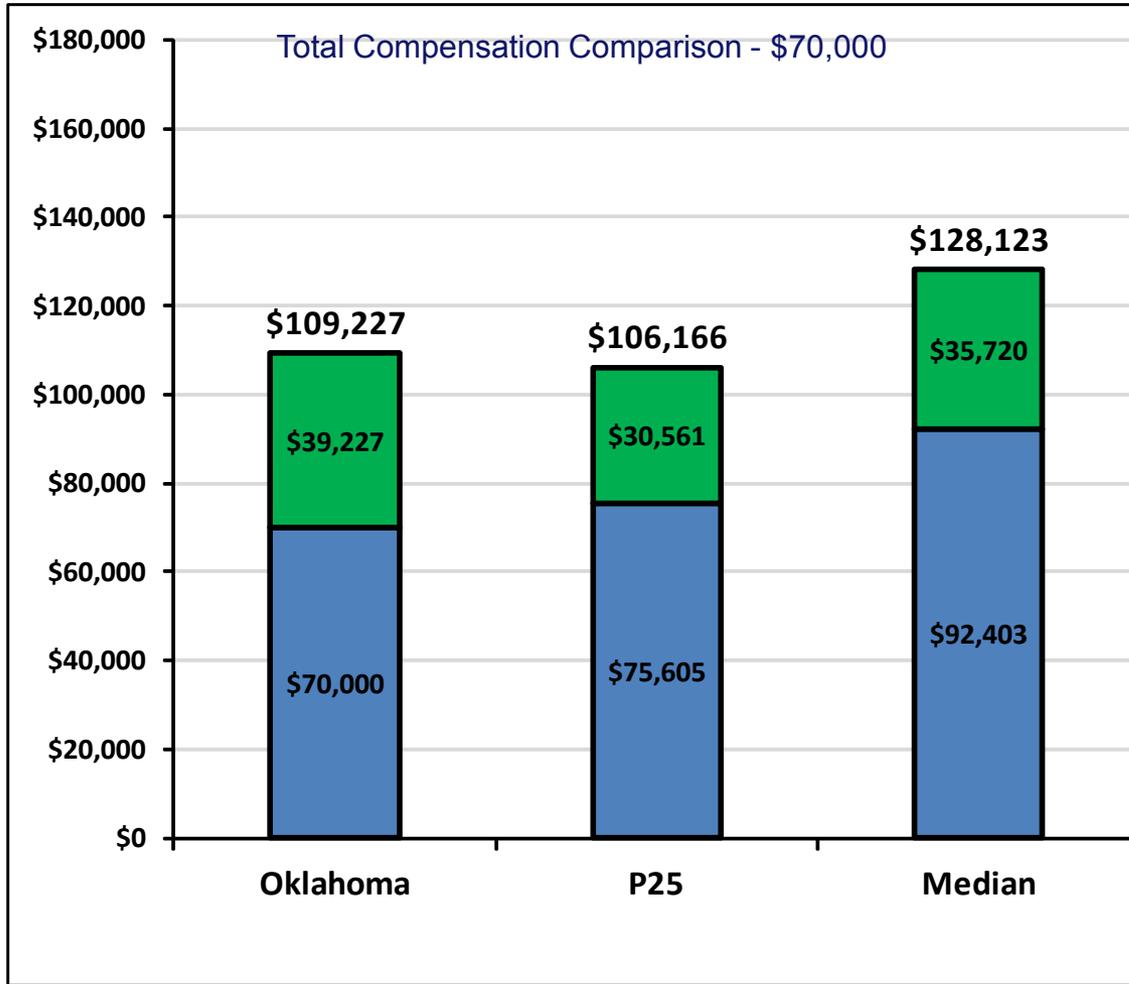
## Total compensation

STATE OF OKLAHOMA VS. NCASG MARKET - \$60,000 SALARY



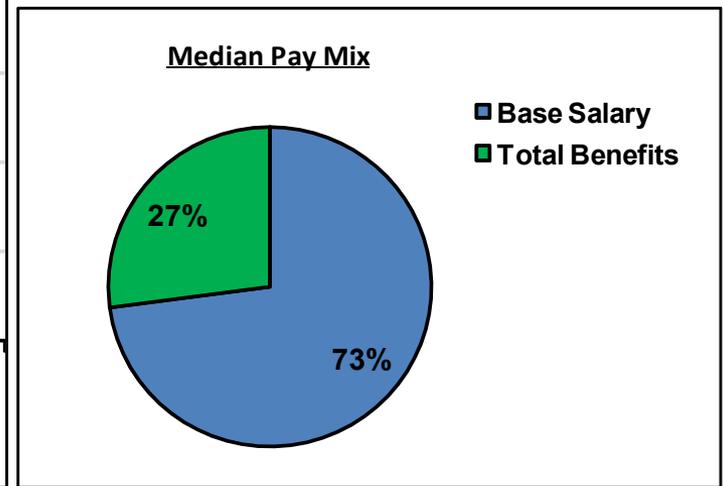
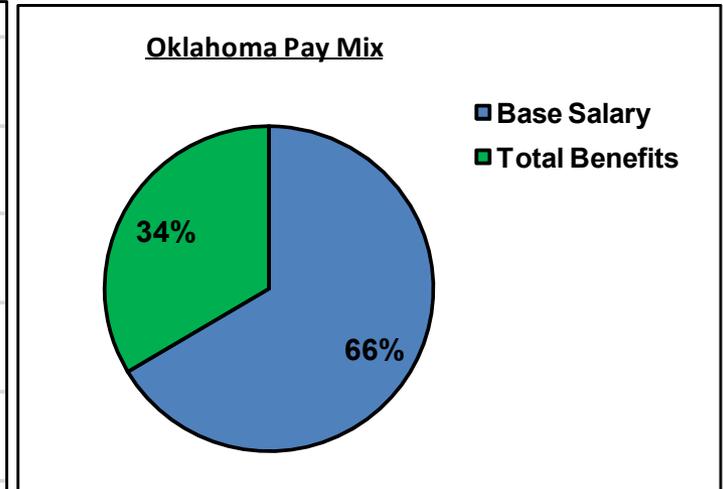
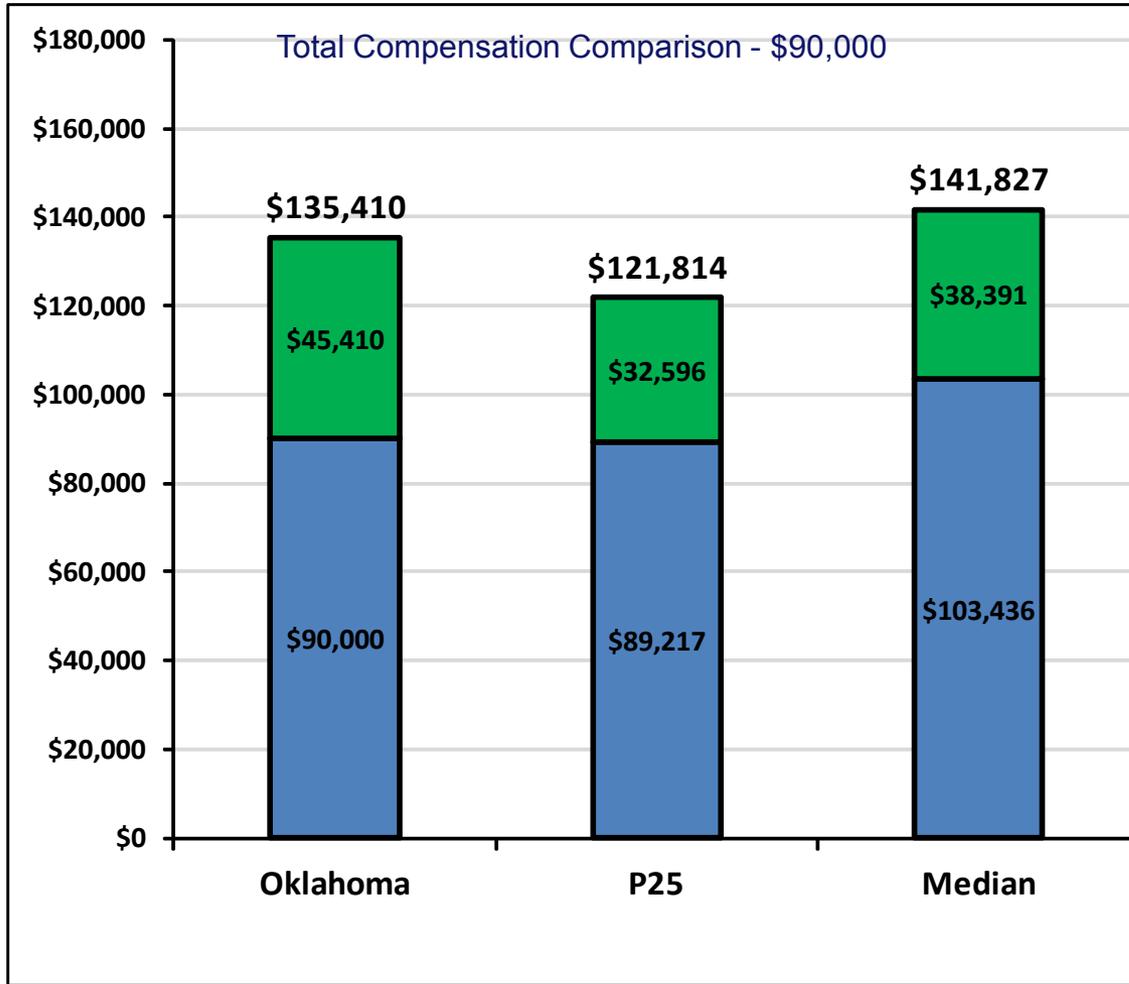
# Market competitiveness Total compensation

STATE OF OKLAHOMA VS. NCASG MARKET - \$70,000 SALARY



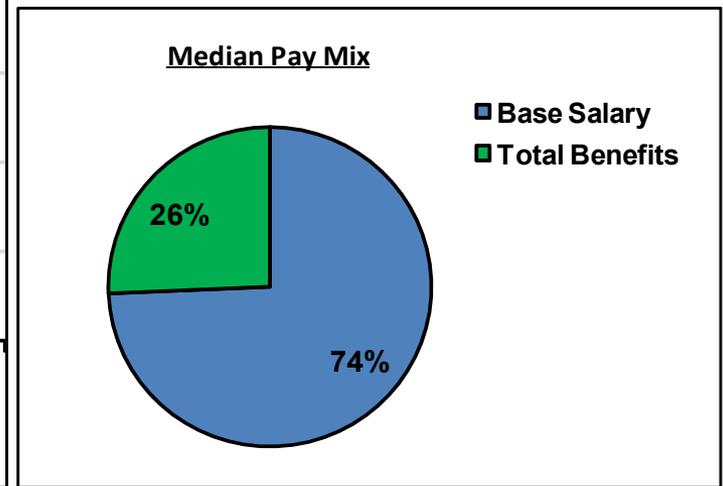
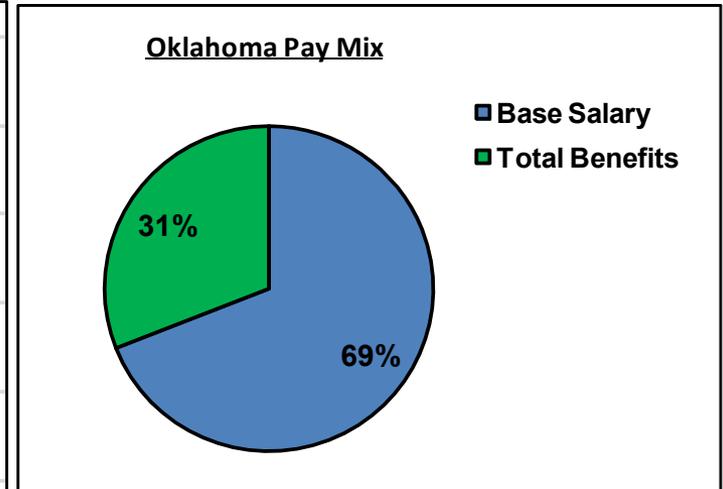
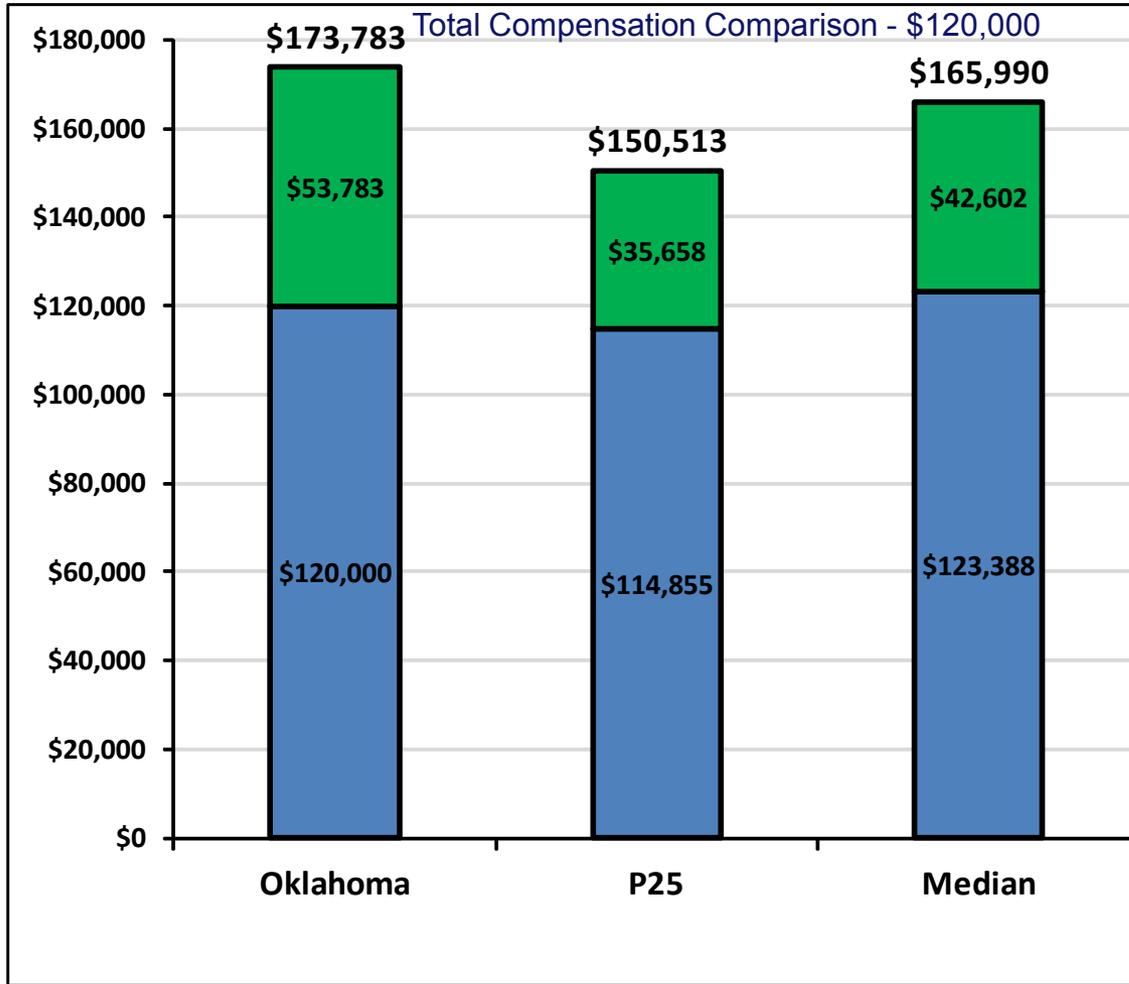
# Market competitiveness Total compensation

STATE OF OKLAHOMA VS. NCASG MARKET - \$90,000 SALARY



# Market competitiveness Total compensation

STATE OF OKLAHOMA VS. NCASG MARKET - \$120,000 SALARY



06

Appendices

A

# Salary administration questionnaire Survey results

# Salary administration questionnaire results

## Salary administration

### Number of employees

32,940	4,769	3,324
305	837	228

### Fiscal year start date

January 1st	July 1st	Other*
43%	50%	7%

\*Other includes: October 1st

# Salary administration questionnaire results

**86% of respondents use an overall structure/policy to administer salaries**

**How is the level of compensation determined?**

State of Oklahoma	Point Factor System Only	Market Data Only	Combination of Point Factor and Market Data	Other*
Combination of point factor and market data	7%	50%	36%	7%

\*Other includes: Cost-of-living and revenue earning

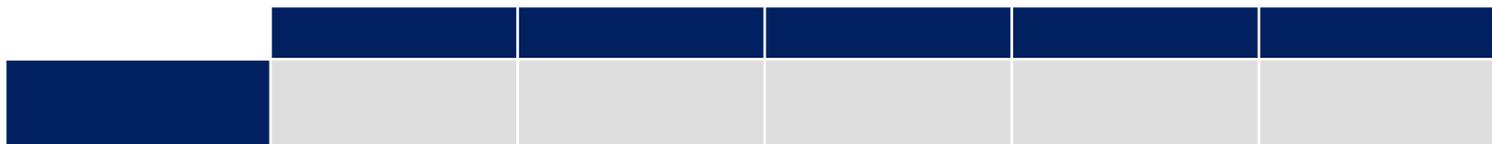
# Salary administration questionnaire results

## How often do you adjust your salary structure?

-                      50%                      21%                      14%                      14%

\*Other factors include: As needed; depends on legislature approval; when salary increases are given, then salary structure is adjusted

## If you use a structure/policy to administer salaries, what is the range width of your current structure?



\*Within the Other group, the Average range width is 40% and the Median range width is 45%

The range width of State of Oklahoma's current structure is 67%

# Salary administration questionnaire results

## Percent of salary structure increase in 2011:

State of Oklahoma	Average Including Zeros	Median Including Zeros	Average Excluding Zeros*	Median Excluding Zeros*
0%	1.6%	1.9%	2.6%	3.0%

\*Average and Median Excluding Zeros: Excludes participations reporting structure freeze in 2011

40% reported 0% structure movement in 2011

## Percent of salary structure increase in 2012:

State of Oklahoma	Average Including Zeros	Median Including Zeros	Average Excluding Zeros*	Median Excluding Zeros*

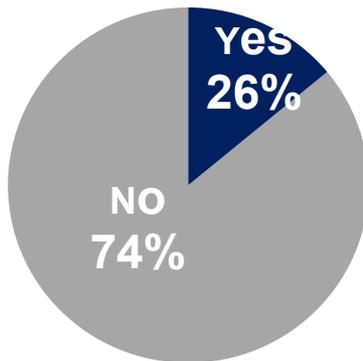
\*20% reported 0% structure movement in 2012



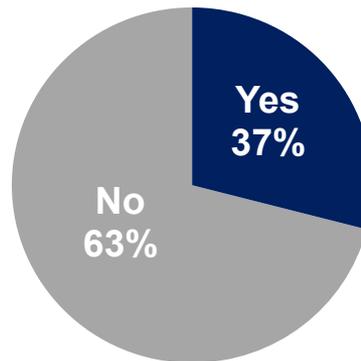
# Salary administration questionnaire results

Respondents providing general increases, cost-of-living increases, and performance-based increases:

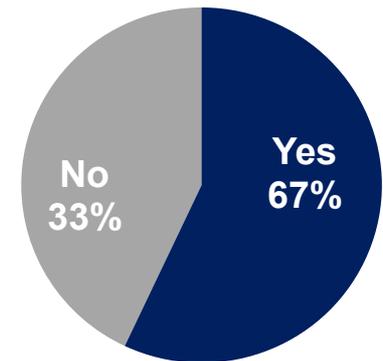
General Increases



Cost-of-Living Increases



Performance-Based Increases





# Salary administration questionnaire results

## Percent of general, cost-of-living, and merit Increases in 2013


## Percent of *actual or planned* general, cost-of-living, and merit increases in 2014


- 86% of respondents give general, cost-of-living and/or performance-based increases annually
- 14% provided “Other” responses, including: provide increases when promotions occur; generally, do not provide increases

# Salary administration questionnaire results

## Lump sum payments

- 43% of companies use lump sum payments in lieu of salary increases

## Longevity pay prevalence

- 13% of participants reported that they provide longevity pay

## Total longevity payment in 2012



*\*Insufficient data reported*

B

Participant lists

# List of custom survey participants

- Bar-S Foods
- Cameron International
- Cherokee Nation of Oklahoma
- City of Oklahoma City
- Devon Energy
- Dolese Bros. Co.
- Integris Health
- Oklahoma County
- Oklahoma Publishing
- Oklahoma State University
- St. John Health System
- Southwest Oklahoma State University
- Tinker Federal Credit Union
- Tulsa County
- Tulsa Public Schools
- University of Oklahoma Health Sciences Center
- University of Oklahoma





# Hay Group Organizations – Oklahoma Participants (Compensation Survey) cont'd

- Gordmans Stores
- Halcon Resources
- Hallmark Cards
- HCA Healthcare -- Edmond Regional Medical Center
- HCA Healthcare -- OU Medical Center
- HCSC -- Blue Cross Blue Shield of OK
- Health Net
- Heineken USA
- Helzberg Diamonds
- Hershey Foods
- HighMount Exploration & Production
- Hilti – US
- Holcim Group Support
- Home Depot
- Honeywell -- Specialty Materials
- Hot Topic
- Humana Care Plan
- J.Crew
- Japan Tobacco -- JT International USA
- Jcpenney
- Kimberly-Clark
- Knowledge Universe
- Kohl's
- Lego Systems
- Lehigh Hanson -- Building Products
- Lehigh Hanson -- South Region
- Limited Stores
- Lowe's
- Macy's
- MetLife
- Michaels Stores -- Michaels Stores
- Michelin North America
- Molnlycke Health Care
- Moog
- Nestle USA
- Novo Nordisk
- Office Depot

# Hay Group Organizations – Oklahoma Participants (Compensation Survey) cont'd

- OfficeMax
- Owens-Illinois
- Payless ShoeSource
- PETCO
- PetSmart
- Pier 1 Imports
- Ply Gem Siding Group
- Praxair
- PVH Corp – Bass
- PVH Corp – Izod
- PVH Corp -- Tommy Hilfiger
- PVH Corp -- Van Heusen
- Ralph Lauren
- Ralph Lauren – Outlets
- Ralph Lauren – Polo Ralph Lauren
- Ross Stores
- Saint-Gobain – Ceramics
- Saks Saks -- Saks Fifth Avenue
- Sears Holdings -- Kmart
- Sears Holdings -- Sears, Roebuck
- Smith & Wesson
- Sodexo – Sodexo
- Solvay – Rhodia
- Sonoco Products
- SSM -- St. Anthony Hospital
- SSM Healthcare
- Stage Stores – Stage
- Stage Stores – Steeles
- Staples
- SuperValu -- Farm Fresh
- Talbots
- Target
- TJX
- TJX Companies, The -- Marshalls
- Toys R Us
- Tronox
- Tyson Foods
- UHS -- Cedar Ridge







# NCASG States (Compensation & Benefits Survey)

- State of Arkansas
- State of Colorado
- State of Kansas
- State of Louisiana
- State of Missouri
- State of Nebraska (benefits only)
- State of New Mexico
- State of Tennessee (benefits only)
- State of Texas (compensation only)

C

Hay Benefit Valuation Comparison  
(BVC) methodology

# Hay Benefit Valuation Comparison methodology

- Hay Group utilizes a proprietary actuarial valuation methodology to evaluate benefit plans in terms of the cash equivalence of the benefits
- In establishing a program's overall market competitiveness the Hay Benefit Valuation model uses "standard cost assumptions", instead of a company's specific costs, which eliminates the impact of such cost variables as demographics, geography, funding method, or purchasing power, etc.
- The utilization of "standard or common cost assumptions" provides a uniform quantitative evaluation method which produces values based solely on the level of the benefit provided
- The valuation model places a relative value on each specific feature of a benefit program. The value for each plan is then compiled to produce an overall program value appropriate for market comparison. In general, the more generous a particular feature is the higher the relative value



# Hay Benefit Valuation Comparison methodology – internal equity

- Internal equity is the inter-relationship between reward opportunities within an organization. Many benefit plans (death benefits, disability, retirement, etc.) have features or benefit levels that are related to salary. Internal equity is achieved in a benefit program when the relationships between the benefit level and the employee salary are consistent within each employee population (Note: While benefit program differences can often be found between employee classes, most organizations provide consistent policies within a class)
- Organizations that wish to achieve internal equity within a benefit plan typically establish benefit levels that are based on uniform salary multiples (i.e., death benefits of one times salary or disability income replacement level of 60% of salary)
- In order to observe the internal equity of an employee benefits program, benefit values are typically illustrated at several salary levels. For this review of benefits, values are shown for salaries from \$20,000 to \$100,000